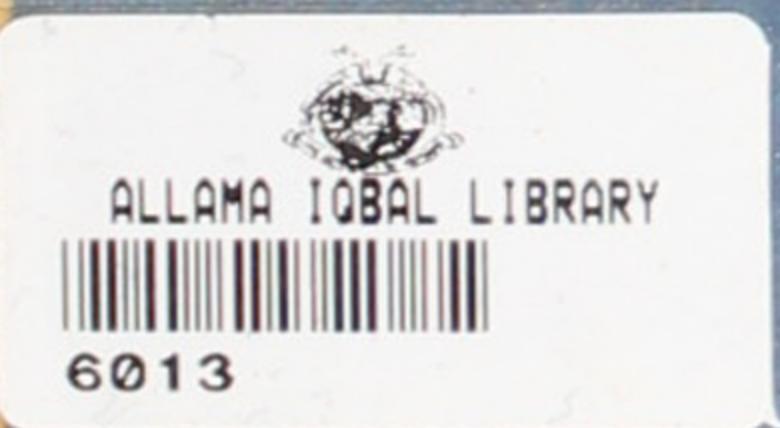


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Foreword



THIS IS A BOOK FOR THE WOMAN IN BUSINESS AND THE professions who would like to know how other business women have met and solved their problems.

Each case history is told because of the general applicability it may have. My suggestions and advice are based on many years of actual experience in dealing first hand with women who want jobs and women who have jobs.

For the most part, women work out of sheer necessity—in other words, because they *must*. But I believe in women in business and the undeniable contribution they have made.

Men might read my book for a better understanding of women in business, women for a better understanding of themselves.

As I see it, there are four prime elements in all good employment: purpose, method, opportunity, and objective. Purpose is the pressure of will upon work; method is self-development; opportunity is the chance to use one's talents to good effect; and objective is a definite goal toward which to strive. It is my hope that this book may help many women to realize all four for success and satisfaction.

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**IF
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For we that live to please, must please to live.

BEN JONSON



IF WOMEN MUST WORK

CHAPTER I

You Choose Your Work



CHANGING CONDITIONS IN THE WORLD OF EMPLOYMENT have made women conscious of new frontiers, of a new era and an increasing need for all the knowledge that can be brought to bear on employment problems. The woman of today must be equipped when she enters the highly competitive field of job-getting and job-holding. Webster defines *equip* as "to furnish or fit out with all needful supplies for any purpose." This is particularly necessary for the woman in business, who is required to meet many-sided problems often with no specific preparation or instructions.

There is no better key than stenography to open the business door of opportunity for a woman, but the tendency of high schools to stress their business courses automatically shoves the average girl into stenographic work whether she is fitted for it or not. As a result of the lack of

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vocational guidance for girls leaving high school, many a young woman after some years of stenographic work faces the need for a complete or partial change of occupation.

Let us look at the term "vocational guidance." It sounds formidable, doesn't it? What does it really mean? There are many kinds of knowledge to be acquired, but what vocational guidance helps you toward is *knowledge of yourself* and the *value of your abilities*. The more surely you can interpret your values to a prospective employer, the more chance you will have of getting a job. If you can talk to an employer in an intelligent, constructive fashion, he will be impressed with your potentialities for his organization. All this implies a detailed preliminary study of your interests and aptitudes.

Consult the vocational director of your school or college before you decide upon a career. He or she will be glad to discuss the requirements in the various fields with you and to give you personal counsel which can save you many later mistakes. Included in this advice will be the books on vocational guidance you should read in order that you may realize the difficulties as well as the opportunities to be found in every specialized line of work.

The business men or women who have risen to the top in your community will probably be glad to discuss vocational problems with you. If you are hesitant to trouble them, remember that these men and women have struggled to attain the positions they now hold and are very likely to be sympathetic and interested if properly approached.

If possible, it is a good idea to obtain a note of introduction from a mutual acquaintance, but a letter from you stating your problem will usually open the door just as easily.

Throughout your career vocational self-guidance can be pursued along these lines, that is, through reading and study and discussion. Knowing all about your job means knowing all about yourself as well. The job is important only if you make it so. Intensive study of the field in which you are interested will lead to the advancement that follows when knowledge is harnessed to the will to work.

Perhaps, however, after an intensive survey of your job, you will find suddenly that you have covered miles in the wrong direction. You are faced with the necessity of retracing your steps if you are to succeed. How to do this, how to achieve this truly difficult feat, can be found within the service of vocational guidance.

Youth has a careless readiness to explore every promising by-path of industry only to discover later—sometimes, and often, too late—that the best years have been wasted chasing rainbows. Hence it is becoming more and more important to guide vocationally our future captains of industry while they are very young. At every point in a career vocational guidance will prevent the mistakes of impulsive action and of listening to the voice of salary as a true vocational call.

If you have been in your job for some time and feel that you might apply what you have learned to better advantage elsewhere, make an effort to find out whether the op-

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portunity you seek is really worth while. Too many, feeling impatient and bored with what they are doing, strike out right and left in a blind effort to "change" without the slightest understanding of how to break open the walls against which they do little except hurt themselves.

When you have definitely made up your mind to change your job, coördinate your thinking by the use of all available information. Your newspaper, in the sections given to real-estate and financial news, has many interesting articles which are worth reading for the sake of the general business information they contain. Daily contact with the world ought to suggest new lines of interest, too. How about the department stores where you shop? How about the organizations where your friends work? You must be at all times aware of what is going on about you.

Have you an interest in clothes? Do you instinctively know what is "right" at the moment? How about styling, designing? However, do not forget that it takes years of study and work to make an Elizabeth Hawes or a Clare-potter!

Did you major in English? Have you the trick of writing easily? Are you a student of literature and the arts? If so, you will like a publishing-house atmosphere far better than anything commercial.

A woman of twenty-eight who came to me after several years of bookkeeping and office work said that she could not endure any more of what she was doing. She had no idea, however, of how to find anything else for which

she had any qualification or desire. Prolonged questioning brought out the fact that her father had owned a country newspaper and that she knew everything about newspaper production, from setting type to reading proof. She was placed as an assistant foreman with a paper published in a near-by suburb. With joy she perceived that at last she had found exactly the work for which she was best fitted. The surprising part was, of course, that all the bookkeeping and typing which had bored her so became an interesting and worth-while experience in the new though familiar work of publishing.

Careful introspection in the matter of your interests will often bring to light some predilection that will lead you forward along the right track. A hobby pursued for a while and growing daily in attraction is often the clue to a real vocation.

To get a fresh viewpoint on your career and a better hold on it, you have to clean house mentally and throw a few ideas out of the window. Getting into a new line of work is hard, but like many hard things it can be achieved by direct, positive, and wise methods.

One of the women I know loved jewels in an amateur way and knew something about them. She had had experience in selling—of all things!—hardware. The bolts and screws and nuts and hammers were so alien to her liking that she said there had been times when she felt she would go mad if she had to take another of the hard, ugly things into her hands. From the time she was a child, jewels,

semiprecious stones, gold and silver ornaments, and all that goes with them had been her passion. So she went to the leading jeweler of the town and said she would work without salary for a year if he would accept her and train her.

The fire of her purpose burned in her eyes. She was older than most girls who begin such training, but that fire conquered. It was a hard life, but she bloomed under it. Every day the bits of beauty about which she had dreamed passed through her loving hands. Every day she grew more and more expert. At the end of eight months her employer called her into his office.

"Beginning tomorrow," he said, "you will receive eighteen dollars a week. After that, the increase will be according to our regular rule. I only wish that every salesperson I have had as much promise of becoming a gem expert as you."

An intelligent and careful survey of the field where your inclinations lead you will show you some way in which it can be approached. Don't waste your time with that deadening plaint, "I wish . . ." A wish is of value only when you begin to push it along in front of you. Drag it behind, and it will check your speed.

The variations in choosing your own line of work are many, but some of the fundamental principles are always the same. The first point to consider is that any job worth a lifetime of attention is worth the trouble necessary for its attainment. The second is that although today the apprentice has ceased to exist officially, he or she is more

and more in evidence as the standard of efficiency for both men and women rises.

In considering any line of work, whether you are just starting out or whether you want to change in midcareer, it is important to find out what the conditions are that surround that business, profession, or craft. The easiest way to do this is to read whatever published matter can be found concerning the desired line of work. Try the reference libraries first. Say, for instance, that you are interested in all forms of fine china. You think you would like to be an expert on pottery. The best way to go about this is to have some information before you try to get a job. Read about china. Who made it first? What are the histories of the more famous wares—Limoges, Wedgwood, Sèvres. What pottery is being made today? Where? Many fascinating books are to be found on this subject. Take a notebook and make abstracts, just as you would if you were studying, say, physiology. Shop around in stores, handling fine china, pottery, and glassware. It is quite possible to pass an hour quietly observing quality and prices without buying anything. The heads of departments in stores are usually interested in a person who asks intelligent questions, for every expert can be drawn out to talk of his or her specialty.

Ask the library if it has any trade journals. Unless you have access to a very large library, you may be unable to find journals of the china, pottery, and glassware trades. But this need not worry you. Step into any large business house handling these products and ask for their booklets.

Ask them, too, for the name of the outstanding journal in their line.¹

Now make the rounds of all the shops in this field and observe the organizations. Ask to see the buyer or a member of the firm. Have with you a carefully typed statement of your real interest in this particular branch of commerce and your determination to become expert in it. Show that you are not concerned with salary but rather with opportunity.

The willingness to take a sales job provides you with a chance to become familiar with prices and merchandise. The sales job is often tedious, but if you keep your goal in sight, you can raise the level of its routine by regarding it as a structure upon which you can build.

This sort of preparation for a definite goal, based on thorough study, can bring you the opportunity to enter the field on which your wish and your determination and practical endeavors are set. Just traveling about on the mere chance that there is more desirable work in other places is a futile and often disheartening performance.

¹ For your convenience a list of leading trade journals in many important fields is given in an appendix to this book.

CHAPTER II

You Write a Letter



IT IS THE FASHION TO SAY THAT THE ART OF LETTER-writing is dead. People telegraph or telephone, is the cry, and letters are reduced to a formula.

Like a good many other popular statements, this one has little truth. More formulas were used in other times than ours. Even personal letters were full of them, and the business letter was a stilted, artificial affair which bequeathed to us the "Yours-received-and-contents-noted" sort of thing, along with that weary repetition of the phrase "the same." Even our parents were wont to "take pen in hand to let you know that I am well and trust that you are also." The business letter ended with all sorts of absurd flourishes in words. In the *Business Letter Writer* of many an obscure publisher you will still find the old, outmoded forms, just as you will find them used by men and women who have not had adequate opportunities of learning the more modern business usages.

The letter, one of the very old methods of communicating ideas, has an odd kinship with the newest form of communication—radio. For the letter appeals to only

one of our senses—seeing—while the radio likewise appeals to a single sense—hearing. Both letter and voice presentation have to be far more effective than any appeal that touches all the senses.

In the personal presentation of yourself, you have many things with which to make drama. You have the advantage, let us say, of the actor who plays in three dimensions. Your clothes, voice, manner, gaze, arrangement of words, every one of the intangible but deeply felt elements of personality, lie ready to your hand. You may take advantage of the dialogue to play yourself up a bit; you have the subtle power of the smile, and the possibility of correcting any false impression you may inadvertently make.

The letter presentation is very different. You cannot correct an unfortunate impression. You cannot know that you have given it. You cannot “say it with a smile.” You are no longer a living and breathing creature who is applying for a job, but a piece of paper on which there are some conventional marks.

Stated in this fashion, we believe that you will take a new view of the letter in which you apply for a job. We are all so accustomed to writing letters and receiving letters, we take them so for granted, that we seldom stop to think of the wizardry of words.

As a preliminary to the consideration of the letter you are to write, let us think of our favorite novelist’s use of words. His vocabulary is little different from that of our everyday use. He, also, has a piece of paper covered with

arbitrary symbols by which to present a whole world to us. Just straight description, just the cataloguing of facts, of settings, of exactly how people speak and act, will not do the job. Writers are jocosely said not to write books but to rewrite them, meaning that every one of the eighty thousand words contained in the average book will be shifted, reassembled, and rearranged many times. It can truly be said that for every book of eighty thousand words that you read between covers, at least two hundred thousand words have been written, in the process of coaxing that eighty thousand to do just what is wanted of them.

When a personal letter comes alive, something of the same process has to be gone through. Even the wrong placement of one word will change the effect it makes on the person to whom it is addressed, for that person has not seen you, and this makes all the difference in the world. People who know you have the vision of your face as they read, so that when they read a letter from you, it is a very different matter from the letter sent to a prospective employer who has no vision of you whatsoever.

On the other hand, you cannot picture the man or woman to whom you are writing. You have not a single hint about his tastes and ideas. You do not know whether you are approaching a person with a sense of humor and some appreciation of the use of words, or whether you are writing to a coldly formal individual to whom clarity in statement is all that will seem of importance.

I have often felt like saying something like this, as a

warning, when I have seen people blithely writing letters of application for work with no more thought or care than if they were sending a note to the butcher for a pound of steak. Many young people who answer advertisements in the Sunday papers do so in the midst of active, chatty family circles where concentration is utterly impossible. Many answer them after a hearty Sunday dinner when all the gray matter possessed ought to be left alone to slumber. The sluggish and cat-comfortable state familiar to all of us after partaking of this gala meal of the week is not the proper prelude to the serious job of trying to get work by the presentation of yourself on paper to an unknown employer.

Incredible as it seems, I have actually seen people apply for a job by standing at a post-office desk and writing a letter with the ancient pen and muddy ink provided there.

At the other end of the scale of wrong preparation for the writing of a business letter is the nervous state which allows fear and depression to sit on the shoulder of the writer. If you allow your mind to run around in a mad whirl of worry, you will never write a good letter of any kind.

It is a good plan to take a pencil and play with the letter idea. Try different ways of writing it. Make it longer and shorter. *Change the tempo.* Have a care for the small, seemingly unimportant words, such as "to," "and," "as," —and suppress as many "I's" as you can. Even though you have written other letters of application for jobs and be-

lieve that nothing new can be produced, you are likely to be surprised when you have experimented with the usual form of the letter for a bit.

When you feel that you have done the very best you can, select the paper you wish to use and write your letter. Your business training will have taught you to center it well, to leave the proper margin, to put the address, date, and salutation where they belong.

If even the smallest blot gets on the letter, rewrite it. If you omit a letter in a word, *don't* fill it in with a caret. Rewrite the letter. You would not go to call upon a prospective employer with a spot on your collar or a smudge on your gloves. It would tell against you. The slightest thing the matter with your letter will count against you infinitely more than any small deficiency in your grooming.

The paper should be a good bond, the usual 8½ by 11 inches which is typewriter size. The reason is simple. This is the standard business size, and if your letter is to be filed, it will fit into the filing system. Odd-size letter paper and the social-size correspondence sheet are difficult to handle in the standard filing cases.

It is impossible, really, to tell anyone how to write a letter of application for a job. So much depends on the job, the person who wants it, the firm who offers it, the education and training of the applicant, and the details that the letter must express.

The letter that deals with a technical job presents far less difficulty than others. If you are answering an ad-

vertisement for an assistant in a chemical laboratory, your letter application will contain the dry details of what experience you have had and the scientific background of your education. Little that can be said beyond that will do you any good. It is the applicant in the commercial and professional fields who has the hard problem.

Letters of application range from the strictly subordinate levels to the plane where you are asking for ten thousand a year and your own office staff. As the subordinate you naturally address the employer as "Dear Sir" and conclude with "Respectfully yours." When you have attained a higher level, it is "Dear Mr. Jones," preceded, of course, by the man's fully initialed name. When you use "My dear Mr. Jones," you assume social equality with your prospective employer.

The length of the letter grows in proportion to what you have significant to say. Reiteration of a statement is almost fatal. "As I have stated before," referring to a previous paragraph, is a serious error. If the letter is properly written, every paragraph conveys its message and leaves it to go on to the next.

Whether you are the youngest of stenographers or a woman of experience looking for an executive job, it is utterly futile to say that you need the job. After all, your prospective employer is not taking on a new member of the organization because he is a Boy Scout and has to do one kind deed that day. He is looking for the best bargain he can find.

No matter what that job means to you, disregard the

shiver of anxiety that reminds you of it and write a letter which shows what you are *worth*, not what you *need*. You are offering qualities which are worth the money you ask, and if you write in that spirit, you will have your offer accepted.

Here are a few don'ts.

In the effort to make a showing of your qualifications, don't boast. "I am sure that I can bring many new and worth-while ideas into your business" may be true, but it is far from tactful to make this statement. The employer no doubt thinks he has all the new ideas necessary, even though he advertises for someone to bring them in.

A variation on the above is another standard sentence: "My experience and training have been such that I can be of the utmost value to any firm fortunate enough to secure my services."

Reference to the confidence that your friends and family have in you, or to the belief of your teachers that you have a fine career before you, is, in legal terminology, "irrelevant, immaterial, and incompetent." Don't say that your father or mother is well known.

Whether you use a pen or the typewriter will depend on the kind of job for which you are applying. A book-keeper must use the pen. A stenographer should use the typewriter as evidence that she can produce good typing.

One word about handwriting. If you have an illegible script which has defied all efforts to regulate it, you will, of course, type your letter of application, and you will even type your name beneath the penned signature.

The letter of application should follow the rules of that most difficult of fiction forms, the short short story. These are the rules:

Not an extra word can be used, not an essential word omitted. Interest begins with the first paragraph and increases to the last.

CHAPTER III

You Get the Job



THE WORD “INTERVIEW” HAS COME TO MEAN SOMETHING of an ordeal. The applicant is asking for a job, and the employer is analyzing or attempting to analyze human material.

It's all over in the first five minutes! The job is won or lost at the end of that time. The interview may not seem to be over. Perhaps you think the man is going “to make up his mind” and let you know, but his conclusion has been reached, and his mind is already made up.

So deep do our real thoughts and feelings lie, and so accustomed are we to living on the surface, that facts like this “five-minute” decision are not recognized until we begin to study them. Women have enough of the dramatic sense to seize on those fateful first five minutes and make the most of them, but men do not.

When you are about to talk to a prospective employer, take a deep breath and consciously bring out your best self.

You must remember that the employer often finds your social attitude attractive, and during the interview he

perhaps cannot resist your intelligence and charm. But it is your business side that is the important factor to him, and he wants to know, not only that you *are* a charming and intelligent person, but that you use these characteristics as aids to your job and not your job as aids to these characteristics.

You can be gracious, you can be interesting—but don't waste those first five minutes, which must set the tempo of your whole business connection, without giving your employer a very comprehensive idea of what you represent as a whole.

Some interviews are progressive failures. The first five minutes halt and slip and stumble in some way, and after that everything goes more and more wrong. The applicant is miserably aware of it but cannot seem to recapture that first pleasant and assured attitude which is all-important. The employer knows it and begins to believe that in some way or other the applicant is merely showing unsuitability for the job. No one can hope for a new deal when this happens. The game is over, with adverse fate holding all the winning cards.

This progressive failure is not really the fault of either the employer or the applicant. It is all based on something which I can best express through Tom Brown's seventeenth-century rhyme:

I do not love thee, Doctor Fell,
The reason why I cannot tell;
But this alone I know full well,
I do not love thee, Doctor Fell.

In those first five minutes when two persons have to interpret themselves to each other—and so swiftly that nothing short of telepathy will avail—a suggestion of your personal and social background, a sketch of your personality, an outline of your educational and technical history, and a hint of your moral fiber should be put across. It can be done; it is done often, but not often enough.

This most difficult of human contacts, the interview, is frequently approached heedlessly, carelessly, with the mind alienated from its immediate purpose and the nerves, mood, and general attitude in slipshod condition.

It sometimes happens that an actor, going on the stage for the first five minutes of an important rôle, slips into this slovenly attitude, and the result is equally disastrous in both cases.

The impression of himself which the actor conveys to his audience is all made or ruined in the first five minutes he is on the stage, just as the interpretation of the applicant to the employer is won or lost in the same time. The keen, absorbed, concentrated attention of the actor, which in a few words suggests a whole character to a listening audience, is the same keen, absorbed, concentrated attention that is necessary to bring a business interview to a satisfactory consummation.

Some of the things done by applicants for jobs sound quite incredible. Here is a verbatim record of one such interview, taken down by an amused and alert secretary as she sat at her desk in the corner.

"I saw your ad in the paper this morning and I came right around to see about it, because, you see"—giggle—"I want to be married next year and you just can't *imagine* how anxious I am to get some money ahead, so . . . I lost the last position I had with Blank & Blank because the boss had a niece that he wanted the job for, but I knew I'd get another right away. You see, I am very *fast*. I can take down anything you say. Mr. Blank mumbled so and he dictated so awfully that everybody said it was a miracle I could get him at all. Not that I mean . . ." Here it evidently dawned on her that her prospective employer was eyeing her askance, and her confidence was dashed. "I do want the job," she pleaded, "because Joe that I am going to marry is saving *his* money for our house. You know that subdivision out Rockland Road? We have two lots there and got them very cheap, too. I want to furnish the house, you see."

The employer was not kind. He said to his secretary, "Please send me in somebody who has a slight interest in the work here."

This may read like an extreme example when set down in type, but records of interviews often show conversations almost as fantastic. The spoken word has a way of getting out of hand. Thought runs along in many curves beside the straight path of the spoken word, and often the idea is lost.

You can see the mechanics of this matter of thought and speech if you remember taking a dog out for a country run. He does loops and circles around you for every

fifty of your steps, and this is what thought does unless we teach it to keep even step with speech. Controlled speech has a thought track which runs parallel to it and does not surround it with erratic curves.

The girl who babbled of Joe and the prospective house and her need of money was simply speaking the erratic course of her thoughts, always running circles around Joe, herself, and the coming marriage. These were so vitally important to her that instead of trying to show the employer what *she* could offer *him*, she walked into the interview entirely obsessed by what *he* could offer *her*.

Absurd as this ignorant child was, practically the same attitude is taken by many and many a woman who *should* know better and who *would* know better if her attention were called to it. This whole viewpoint has to be changed when the approach is to the employer or any employment-service organization.

The inner state of the applicant counts for far more than is usually realized. Suppose the girl's mind is fixed on questions like these:

How much work shall I have to do? Are the hours long? How soon can I get a raise in salary? I wonder if he is good-natured? Shall I have to work in that hot small office? Why do they have a half-day on Saturday when lots of places close? How much of a vacation with pay shall I get? Do I have to take orders from that sour-looking man? I wonder if they are strict about time off? I simply must have that two days next month for Carrie's

wedding. I wonder if I can make him like me? Everyone thinks I am fascinating if they get to know me.

No matter what is said, no matter how adroitly the personal presentation is made or how really intelligent the thinker is, the shadow of these self-centered thoughts will fall on the interview. The employer may not be shrewd or trained enough to know why he does not want the person, but he has an indefinable but positively unfavorable impression.

The same person self-educated to a different viewpoint and a finer mental attitude will ask herself certain questions as she sits down to discuss a job:

How can I fit in here so that I may render the best service? How can I bring my education and my personality into line with these very exacting standards? How can I adjust myself to that rather glum-looking man who is being pointed out as my immediate superior? Vacations need not be discussed now. Let's see, first, how the work goes.

With this attitude there are just twice as many chances not only of securing the job but of keeping it after it is secured.

The wait in the reception room before the interview is a most trying experience. Indeed, if several other candidates are waiting with you, it is necessary to bring out all your reserves in the way of poise. We are all egoists and individualists, and anything that groups us with others and puts us in competition with them stirs up the primi-

tive. Some reflection on the situation is perhaps as good a check on your attitude as anything. The habit of thinking of something interesting at trying times is also good. Think of an interesting play, an unusual novel, or of something you are planning to do. Above all, do not wonder what the man is like who will interview you; do not fidget with your dress and wonder if it looks as smart as you thought it did; and don't allow that small personal panic—so familiar to us all—to get you, wondering what will happen. Keep serene.

If there are trade journals or magazines lying about, pick one up and glance at it. A newspaper you have brought with you is often a life-saver in preventing nervousness and irritability. Don't look at those who are waiting with you and wonder how you compare with them. Beyond all else, don't think about unhappy things, near or far, about past failures or present worries. In so far as you can, you need to be impersonal—an alert, functioning, impersonal machine, with a keen brain and well-controlled nerves back of it.

When you enter the office of a prospective employer, don't be too serious. Be pleasant and assured. Assume that you are being introduced by a third party, and this will give you poise and balance.

If the speech, manner, and general bearing of the man who is interviewing you seems inferior and inadequate, refuse resolutely to feel anything about it. Many a man who is a social and personal dud is a bulwark of com-

mercial life. All that he has is poured into that one channel. He may never have had more than a grammar-school education, but he may know textiles from cotton in the boll to the latest pattern in glazed fabrics.

The gracious, suave man with manners almost too good for a business office, who stands up when you come in, hands you a chair, and uses the social manner freely, is more deceptive than his opposite. He immediately appeals to the strictly social side of your training, and if you are not careful, you will find yourself chatting too socially. He will then have to restore the balance by stiffening up a little. You will be uncomfortable, feeling yourself rebuked, and he will dislike making you feel uncomfortable. Keep your margin of polite distance no matter how gracious the employer may be.

If you have written a letter of application, the interview is apt to get off to a better start. Be just a little chary of "sir" in your replies. "Yes, sirs," and "No, sirs," and "I am sure, sirs," somewhat impede the even flow. You can be respectful and attentive, but just plain "Yes" or "No" has an abrupt sound. "Yes, I did," has a more gracious ring than "Yes." A less abrupt effect is achieved by "Yes, Mr. Smith," and "No, Mr. Jones."

The employer who is inarticulate, who asks you where you have worked before and then looks at you dumbly while a trying silence falls, is a person you have to help out. Go on from there to the statement of your experience—what your training has been, what you have done;

badly to know, but it is an awkward question to ask. An employer who knows his business will tell you this the moment he begins to consider you seriously. Unfortunately, employers are often as untrained in interviewing you as you are in interviewing them. If the employer does not tell you, ask him, quietly, in about the tone you would use if you said, "Do you think it will rain this afternoon?" In other words, with poise.

Don't say "Oh!" when told what the salary is. Of all one-syllable sounds the human voice can make, this one can be the most exasperating. I have known one little "Oh!" to lose a job.

Before you raise the question of salary, have a definite amount in mind. School face and voice at this crucial moment. If the salary offered is one that you cannot possibly accept, keep the tone suggested before and say that conditions which have to do with your obligations unfortunately make it impossible for you to accept that salary. If the employer asks you what salary would be sufficient for your needs, don't be inarticulate about it or indecisive. Be positive and you will be effective.

Just a word about the woman employer. Facing a woman employer requires an entirely different technique. Women judge women differently from the way men judge women. A man is apt to be influenced by externals, whereas a woman employer makes up her mind about you from the angle of wholesomeness rather than charm and experience rather than aptitude. A man is likely to give you a chance if he likes you, but the woman em-

ployer is keen and intuitive, and her judgment, as a rule, is impersonal.

Therefore, when you are talking to a woman executive, take these facts into consideration and remember that she will be impressed by *your* ability to analyze *her*.

CHAPTER IV

You Dress Your Rôle



BING WELL DRESSED FOR THE OFFICE DEPENDS LESS upon the amount of money you spend for your clothes than upon the amount of gray matter you put into the planning of them. Your clothes need not be expensive, nor need they necessarily be new or in the very latest style; but they must be in immaculate order, and they must be appropriate.

The other day a girl came into my office. She had on a dress which hit a new high in extreme style. She had the reddest finger-nails I have ever seen, probably the final and plainest mark of bad taste. She was made up as if she were about to appear before the footlights. Every gesture was studied, every word carefully enunciated. She had so overdressed the part that she was almost a one-woman comic strip in herself.

A dress or costume which enhances the charm of one type of woman may be a crime of personality extinction on another. Why not sit down before a mirror and honestly take stock of what is reflected there? Don't allow the faint and glamorous image of your favorite movie

queen to hover in that glass and suggest what you think about yourself. You are you, a complete human being, and you no doubt have a good deal with which to achieve a fair and memorable picture. Never adopt a style in which you do not feel thoroughly at home. It is better taste to have all your dresses made alike than to have a variety of clothes in the latest fashion which do not become you.

Look at your figure, because that will determine what sort of dresses and coats you can wear. If you are plump, discard fluffy dresses. If your chest is flat, you'll need some slight decoration to break the line.

What do you see in the mirror in the way of coloring? Observe which colors flatter your skin, brighten your eyes, and make your hair seem lovely.

Don't take the word of the saleswoman who sells you dresses about the colors that suit you. There are just a few rules which invariably work with reference to color, and to save you brain fag here they are:

1. Girls with red hair are more lovely in green than in any other color and can wear all shades of that verdant hue.
2. Blondes are vivid and stunning in black.
3. Girls with dark tresses can wear the dull smoky blues and hennas to perfection.
4. Girls with brunette skin should not follow the often-given advice of using reds and other full colors in order to brighten up their coloring. All the contrast does is to accentuate every fault.

How much time to give the beauty parlor is a question that every woman has to solve for herself. Don't have your hair cut until you are sure that you want it that way. Don't have a "permanent" until you are sure that smoothly banded hair isn't your style. Don't take to curls at the back just because some movie stars look cute that way.

A few rules about heads may help you:

1. Heads which are extra large for the body should not be piled full of curls. As a rule, curls, if any, should lie flat, and very often with this type of head the hair can be glossy and smooth with excellent effect.

2. A very small head, one especially narrow and flat at the back, calls for the fluffy bunch of curls or the knot of hair. The high forehead is a sign of intelligence, phrenologists tell us, but the fact remains that many a highly intelligent face is topped by too high a forehead. Here the bang will help. The girl with the beautiful brow and the madonna eyes can part her hair in the middle and bring it down over her ears and be sure that it is becoming.

If your figure runs from 14 to 20, you have a very wide choice, because almost any good style will suit you, unless you are so extremely thin that the tight, close little dresses of 14 and 16 accentuate that fact too much. If nature has given you a figure which despite your wisdom in diet runs up into the 38 or 40 size, you can lend it charm with proper costuming. Your dresses must not have extra fullness, and they must not be skin-tight either. Dresses which have side pleats and waists with graceful draping,

combined with an excellent corset, will give the full figure grace of line.

If you are very plain, you may have to resort to all sorts of subtleties to help you out. The careful use of cosmetics is one way of brightening up the personal façade, and the foundation for their use is initial cleanliness, which demands fundamentally the daily bath and the weekly shampoo.

Personally, I have never talked with an employer who objected to a conservative, natural daytime make-up. This implicitly excludes the exotic and artificial type. If you really want to be regarded as a woman of taste and judgment, you will not use heavily accented powders and strong perfumes. You will also use rouge with caution and discretion.

Added to this is perfection of personal detail. The smallest thing, like the roseleaf that disturbed the sleep of the princess in the fairy tale, can shake your composure if it turns your conscious attention to your appearance when your entire thought should be fixed on the job in hand.

These are the details which must be finally disposed of before you step out of your bedroom in the morning. They are the essentials of personal care.

The misfortune of bad taste and poor grooming was exemplified by a woman editor who sat at my desk in a black dress with a gold lace collar, a blue coat over it, and a brilliant red felt hat and brown shoes completing the costume.

I must admit she looked a hopeless figure from the standpoint of externalities. Her hair hung in wisps on either side of her face, and as a final touch she wore soiled white cotton gloves.

This picture is not unusual. It is more the rule than the exception. There was a good clear brain back of those keen bright eyes. Unfortunately, the employer who is not given to searching for values probably would not get past the general disorder of this woman's grooming and discover her brilliant mind.

You must be yourself at all times, but you can modify, adapt, and tune yourself up or down much as you do between the functions of going to church and going to the theater. You attend both, but you are different in each case, because you adjust yourself to their different moods.

Women who persist in wearing flat-heeled shoes and uninteresting, uninspired clothes, who disdain even the touch of rouge which now seems only decent, will fail to register in the modern job. Take your cue from your job and don't insist on giving the cue. The young woman who works in a quiet, unostentatious office with older people must not be the only incongruous element. She should be cautious with her lip-stick, tone down her rouge, and wear her hair within the limitations prescribed by the office atmosphere.

After you have taken into consideration coloring, style, and hair, remember that the business world presents you with a double rôle, in which you are expected to retain all your femininity and still be efficient. No one can tell

you how to draw the line here. But there must be limits, to borrow the language of the prayer-book, to the outward, visible signs of inward grace.

Different businesses and professions have their own styles. Tailored suits, a mannish hair-cut, and Oxford glasses might easily be worn with propriety in a bookish atmosphere, but if you are selling smart clothes to women, you will need a different presentation of your personality. The business woman who is making a salary up in the thousands will buy her clothes where it is smart to buy them, for the simple reason that she is under constant and critical inspection. In her quiet way she has to set the style for the business world, just as the actress sets the style for society women. It is, you see, the mood in which you approach your clothes that makes them appropriate, and your mood should be keyed to the atmosphere in which you work. You are your own playwright and stage-manager, costume-maker and make-up woman. Clothes are entirely an individual problem, and the clever woman realizes this. Fill all these rôles carefully and you will be able to present to the world the well-dressed model of the successful business woman.

CHAPTER V

Your Subordinate Job



THERE IS MUCH OF THE INEVITABLE ABOUT THE SUBORDINATE job. You really can't be more than a few minutes late. Perhaps you have to punch a time-clock. You work in a sort of regimented state where you are a cog in a big machine. Time off for illness is checked, and time off, even for your best friend's wedding, is difficult to obtain.

This is not a picture on which the normally restless young woman looks with much enthusiasm. The private in the army is in pretty much the same state of mind. He just plods along and in his off hours curses his fate heartily and seeks diversions without benefit of common sense. A great many young women pinned into subordinate jobs are clock-watchers, keepers of the letter and not the spirit of the law of willing work, knockers of the job and all that goes with it, and bitterly unhappy, consequently, whether on or off the job.

It takes a lot of clever planning if your work in any subordinate capacity is to be more than a treadmill. Whether you are willing to stay in a subordinate job the

rest of your life or whether you are ambitious and intend to get out of it and into something better, the fact remains that this planning has to be done if you are not to be classed among subordinate misfits.

The subordinate job has its compensations, but it also has its irritants. You escape the heavy burden of responsibility and the worry of relying on your own judgment. But you have to face the constant drag of being supervised in your work and of being minutely inspected as you perform it. Therefore, you must be bolstered up by looking spick and span. Therefore, you must arrive at work unhurried. You must set yourself to avert the flustered and badgered condition of mind and nerves which an irregular schedule will induce.

You cannot stay out until two a.m. and get to work promptly at nine o'clock. It is humanly impossible. Getting up in the morning has to be carefully planned. You should select every item of the clothes you want to wear to work and lay them out in their order where they will all but automatically fly into your fingers as you reach for them. Matters of grooming *must* be attended to the night before.

When you arrive at the bigger job, you may make up for this rigid regularity of living, but in your subordinate job there is no chance for margin. You will be estimated by the jog-trot quality of your pace, and therefore a jog-trot quality in your life, at least on the average of occasions, will have to prevail.

Like the private in the army, you will lose sight of the

main action with which you are concerned unless you take pains to look up and over the heads of your mates. How about the work of which you are just a part? Is it interesting? Can you figuratively get a plane's-eye view of what it is all about? Is there any romance in the work as a whole, even if not in your part of it? Can you be interested in that? Are there skilled movements and quick, alert reactions to be used? Suppose that it *is* monotonous. Can't you find delight in doing it more swiftly and better than it has been done before?

I well remember a woman of about thirty who once worked for me when I was sending out letters by the thousand. Addressing envelopes and inserting advertising matter and sealing the envelopes and stamping them are all more or less mechanical processes. Most of the workers I had on this job were girls, some young and some older, none of whom showed the least interest in what they were doing. They trailed in late as a rule, they stayed out to the last minute of their lunch hour, they left—in fact, they began to leave before five o'clock. Bright-eyed and interested, this woman addressed and folded, sealed and stamped, and was able, by dint of stimulating talk, to keep those at the table moving and even attentive. Naturally, I put her in charge. I finally asked her about her history.

She was not a particularly brilliant woman. She was married. She had a good husband and two children. "He" helped with the children and the housework. (Her ability to make him do it with interest and happiness raised her high in my esteem.) She liked this mechanical work. It

interested her. She always tried, hour after hour, to increase her speed. She liked to be accurate. She was interested in seeing the work go out. She was amused by watching the other workers. She liked the ride to and from her home. She was never bored. I was not surprised to hear that in agencies catering to jobs such as this one she was a valued applicant, for whose services many firms eagerly competed.

She was moderately educated, not especially ambitious, very competent along the line she had selected as paying work, well poised, always neat, never late, never eager to leave, never asking favors, able to state her opinions frankly and without insolence. I let her go at the end of our advertising campaign with the feeling that here was a superb subordinate worker who had learned how to enjoy her job and how to train for it.

There is a range, of course, of subordinate jobs. You may be, like this woman, a specialist in "mail campaigns," you may run a tabulating machine, you may be an adding-machine expert, you may work in a factory or an office. Wherever and however you work, in a subordinate position you must be adaptable if you are to like your job.

Adaptability is the oil in the salad-dressing of business life. One young woman who felt her nerves had given way under the pressure of filing endless letters for a large corporation discovered that by learning to type she could vary her work and even command a somewhat larger salary. This added accomplishment helped her amazingly because she found that in typing the file headings she be-

came more interested in filing as a career, for this led to cataloguing and on to more responsible work.

Many varieties of subordinate jobs exist. Maybe you chose the wrong kind. In advising women in business and industry and in the professions I have frequently found the subordinate worker unhappy and restless in one line of work yet interested and happy in another. A girl who worked in a watch factory, painting the radium dials of the mart, was a wretched being, but she was perfectly happy with her "smiling voice" when engaged by the telephone company, even though she was still a strictly subordinate worker. A woman who had done book-binding for years found a new source of happiness and content in the work of the subscription department of a publishing company. A bookkeeper in a large firm's employ was delighted to change to a wholesale clothing company where checking of different styles of clothing was the job.

Interest in your fellow-workers and interest in your immediate superior is a part of the adjustment which you cannot afford to ignore. For instance, suppose you are working with forty other girls under a hard-driven woman supervisor in the stenographic department of a large firm. You can be happier in your work if you will try to understand the difficulties of the supervisor and the urge to speed which sifts down to her from the high-gearred executives above.

Study the head of your department. Study her temperament and do your best to adjust yourself to her idiosyn-

crasies. When she realizes that you are making a sincere effort to understand her and adapt yourself accordingly, she will be appreciative, and it is this kind of appreciation that can move you forward.

Saying or acting "I'll do it" is not innately the human reaction, and because of this fundamental fact the subordinate jobs of the world are not as well manned as the superior jobs. Something of the *esprit de corps* that is part of the strength of an army will have to be yours if you are to be a good subordinate. You may be even the non-commissioned officer, the "non-com" of many army tales. You may be slightly in advance of your comrades, somewhat superior, by reason either of overseership or of skill. Whatever position you hold, you must be interested in it as it is; you must be sold on the idea of its usefulness and of your usefulness in it.

The world cannot do without "hewers of wood and drawers of water." St. Paul has no higher praise than for the "workman that needeth not to be ashamed." To do the job well whether or not it is a subordinate function is something so few understand and esteem that a sort of disrepute has grown up about that type of job, yet it is on its broad composite base that the world's work is done. Far down in the scale of positions though you be, look up through the meshes of industry and see how important you are, how needed your work, how impossible other lines of work are unless you carry on in yours.

Live as intensely in this routine work of yours as if you were at the head of a big firm. After all, the strength of a

chain depends upon freedom from a weak link. The weak link in many a business and professional chain is down in the subordinate levels where somebody—could it possibly be you?—forgets that the honor and the safety of the firm lies, like the safety of a ship, in the hands of those who work deep in its bowels.

CHAPTER VI

Your Executive Job



MANY A WOMAN HAS DREAMED OF THE DAY WHEN A responsible job would be hers, a reward for long years of apprenticeship. When that day arrives, she often finds that the job is a hundred times more difficult than it looked from below.

The truth of the matter is that the executive job is not easy to carry, for while human nature hates a regimented job, it is also imperfectly adapted to the loneliness of work where decisions must be made and put into operation without actual or moral support.

The first stumbling-block in the path of the woman executive is likely to be her own manner. There is a great deal of the strictly utilitarian in women, and it is this that comes to the surface when they are in power. It is instinctive in women to take an authoritative attitude in an authoritative job.

A woman I know telephoned me excitedly one morning to ask if I could have luncheon with her and celebrate her promotion to headship of her department. I knew her as a very serious and ambitious person, and I was glad

to see her ability recognized. After luncheon she asked whether I would go over to the office with her and see her new quarters. As we entered her office, I was amazed to hear her speak sharply, as I thought unnecessarily so, to her secretary. A little office-girl came in for some papers, and my friend was condescending in her manner as she found the papers and handed them over. I noticed there was no cordiality and certainly no warmth in her attitude toward her office associates. To me this simply meant eventual failure in her job. A few months later I was not surprised to learn that her organization had decided to put her abilities to work in another department, where the handling of people was not an important part of the job.

The executive woman too often forgets to play the rôle that men still expect of her, that of grace and charm. If she is high-handed or if she takes for granted that she is working in a world where her sex makes no difference, she will not go far.

When the girls in the stenographic department, for instance, obey Miss Blank's very efficient supervision of them but murmur among themselves that they wish they had a man in her place, Miss Blank has not won their affection or their loyalty. This is not a serious crisis in the life of the woman executive, but merely an hour-to-hour pitfall.

A man gets an executive position if he has talent for the job, a good personality, and no bad habits. But the woman who gets an executive job has to be *better* than the job calls for. She has to combine the gentleness of the dove

and the wisdom of the serpent, and if she is not good-looking and well-groomed, she has to pay beauty specialists to make her look that way. The executive job for a woman is not easy to get, and it is far from easy to keep.

The woman executive, it seems to me, needs to understand these facts and to be reassured that there is a disposition on the part of men executives to understand them too. She needs to have the moral support of being appreciated when she does an extra-hard piece of work, for there is nothing in the world so paralyzing when one is doing a difficult task as the attitude of people who insist on regarding it as easy.

The woman executive must play a dual rôle. She must rely on feminine intuition and yet not feature herself as a woman. She is fortified by her years of experience and association with "the man's point of view." She knows that men executives do not respect a "yes" attitude, and therefore she has a firm, intelligent grasp of her own convictions.

"Why is it," said a very important man to me recently, "that the women executives I meet are so extraordinarily charming and brilliant?"

"It is," I answered, "because only very extraordinary women try for such jobs, while all men have them in view."

Flexibility is one of the most important qualities the woman executive can cultivate. Don't be autocratic in your opinions, because under the search-light of your growing experience and knowledge they must change in

order for you to develop. Don't be too dogmatic. This is the temptation of the executive job. Don't seize responsibility with both hands and encroach upon the duties of other department heads. Take your own responsibilities in your stride, and be simple, unaffected, and earnest.

Your superiors regard you in your first responsible job as little more than an experiment. You are the non-commissioned officer in the army of business. As you go up the ladder, you will find that you cannot evade responsibility, that it is something to be grappled with, and that you will require all the tact you possess. Here you are, not yet the equal of your associates with whom your lot is cast, but potential material for active competition with them. You are regarded with attention by the head of your organization and eyed shrewdly by all those just below you. Your opinions must be given with extreme circumspection. You cannot afford to say a single unconsidered word. You must learn to take a defeat well.

Having to retract an opinion will be extremely unfortunate for you. Employers remember the uncertainty of your thinking and forget when it was that you were right. Therefore, weigh and measure your true opinions and study which aspects of them you can afford to present. Many a seemingly economical suggestion from the woman executive who knows only half of a business problem is really the most expensive of all.

Be very conscious of exactly how much authority you do hold, but acutely observant of not parading that authority.

This calls to mind the recent experience of a woman I know. In the position she held it was necessary to deal rather constantly with a woman in the organization whose authority exceeded hers. This woman had been there many years and felt the rights of seniority keenly. Each day some feeling would arise over the question of signing important papers, giving departmental value to decisions.

Recognizing the fact that an antagonistic attitude would only succeed in lessening her authority, this friend of mine, in spite of her inner feelings, showed only the utmost tact and forbearance. She would let the older woman take credit for work she had not done, and in their contacts with the head of the organization she would often defer to her associate.

All this was not lost upon her employer. Her talent for adjustment, her self-denial, and her ability to cope with situations in which there was so much dynamite were finally rewarded by the creation of a new job for her, dealing directly with the company's clients.

This is a happy ending. But I know another woman who took her position of authority and abused it. She was head of a large department in a metropolitan newspaper office, with a reading public of many thousands of women. She became punch-drunk with her job. She thought that acting the prima donna would enhance her value to her employer, and there were many hysterical outbursts in and out of the office. She failed to attract the

sympathies of her immediate superior with these methods, so she rushed in to the executive head with wild tales of persecution and injustice.

The result was that though it was very difficult to replace this particular woman's abilities, because she stood foremost in her field, for the good of the organization it was felt necessary to find a woman who would be willing to accept the discipline of the job. The woman who took her place is a balanced, charming personality, who is not easily overcome by the fact that her name is in print almost every day and who can meet the wife of the President or talk with any one of her readers in the same spirit.

Look over your job carefully, and if minor irritants exist, rise above them. More times than you think possible, they are the roots of serious job disturbances. Don't allow small things to take a disproportionate place in your business life. These considerations have to be kept very carefully in view if your job is to be held at a steady normal level.

Contacts are always important, and the wider your contacts the more interesting your life becomes. If you can enter club activities without sacrificing your office or home duties, you will find that you are the happier for it. These activities very often result in new friendships, and though you may not be a passionate friend-maker, it is better to indulge in even a qualified long-distance liking for the society of other women than to limit yourself to one or two close personal friends in your immediate

group. Organized club work helps a woman to work with groups of other women. It contributes toward enrichment of life and enlargement of outlook for her. In short, it gives a woman a better perspective in all matters where other women are concerned.

CHAPTER VII

You Work Hard



MEN AND WOMEN IN HIGH POSITIONS IN BUSINESS AND the professions sometimes astonish me by their exceedingly limited knowledge of their jobs. Here is a typical reply to a question of mine about the organization one executive had just left:

“Why, I can’t say that I paid any attention to that. You see, my department work kept me very busy, and I make it a rule never even to think about business after my work is done, so . . .”

This man had never considered his job as an integral part of his life or his life as an essential factor in his job. His inability to correlate his thinking about business and about the hours after business would always limit him.

Beginning at the beginning, down where you walk into your first job, it is your business to ask yourself questions about the work you are doing and to seek the answers to these questions. If a house importing woolens happens to be your starting-point, begin to read about the woolen industry. If you stay with that firm, your immediate superiors will learn that you have some understand-

ing of their business. Such knowledge is mentioned when executive heads discuss personnel turnover. All through the years, while you are climbing up, your reputation as a student of the business world will follow you. You will have the habit of research and of acquiring specialized knowledge. Competition is so keenly individualized that failure to know your job means absolute failure. It is simply a question of getting better all the time in your work—or you are thrown on the ash-heap. It is perfection of development that alone secures the business woman against failure.

Europeans save money so that they may travel to this and other countries to investigate their own special lines. Accountants, promoters, salespeople, experts in all lines—they come here to observe our methods and to learn everything they can from us, while we similarly go abroad to study conditions.

It is not usual outside of important executive positions for the employees of a firm to attend the conventions of the particular trade or industry in which they are engaged. Yet these conventions are well-springs of information, and they are especially valuable in that they remove the insular feeling of being an employee in rather a small, "tight" organization. They widen horizons.

Opportunities for acquiring information are above and around us everywhere. It is when we, the highly efficient, the superintelligent, begin to wonder where others have acquired a mass of detailed knowledge that we find they have kept their eyes open. They have followed the pan-

orama of opportunity. In plain language, they have observed and read, studied and thought, and in time were able to demand with assurance the rewards that this world will bestow upon merit.

Devotion to the particular part of the business in which your work lies is the first law of success, but it is by no means the last. Some years ago I was discussing the placement of an executive with the head of a firm, and as we sat at his desk, my eyes were constantly drawn to a very young receptionist whom I could see through the big glass door of the office.

She was vitally interested in everything and everybody. She walked forward lightly, eagerly, when the elevator disgorged various persons. She sorted them out with ease. Her manner was friendly but decisive. Many of them she greeted and instantly shunted here and there. The man with whom I was talking pushed a button on his desk, and nothing happened. Before the frown was more than a shadow on his face, the lithe receptionist opened the door.

"I thought I heard your bell, sir," she said, "and as I knew that your secretary had just stepped out for a moment, I thought I'd see if I could do anything for you."

She could. He sent her for a paper he wanted to show me. On the way she deftly seated an inquiring group of people to await her swift return. She had the right paper. He cocked a quizzical eyebrow at her.

"How did you know where it was?" he asked.

"Oh, I happened to be helping with the filing the other

day, sir," she replied, and fled to take care of her waiting group.

"Yes, indeed, she will go far," I agreed, to his approving remark. "Knows all the places for everything, doesn't she?"

He told me that she was "a wonder." She would help anybody with any job and consequently knew practically everybody's job. She liked to get there early and—actually—read the trade journals. She was taking a technical course at night, because she thought she would understand the business better if she did. She knew everybody. She had a pad on which she kept names and details of what business they had in hand with the firm. She had instituted a card system of her own where addresses, telephone numbers, and general information not usually kept could be found. People all through the office were beginning to run to her for help, information, and suggestions when they were stuck. She was twenty-two, and she contrived to appear good-looking, although an impartial survey by trained eyes revealed, as the source of this impression, good points made much of and poor points covered.

Later on I knew this girl, slowly but surely forging ahead in the business world, and I learned that she had had only a grammar-school education. Her people were very poor. She worked as a salesgirl in a cheap dry-goods store for several years, learned all that the store could teach her, became assistant to the manager, and then decided that selling was not her *métier*. Deliberately she

turned to other lines. She had hard years getting anything at all to do, and finally she took the position of receptionist, a subordinate job. From this she sprang to a higher place and is still going up. People occasionally talk to me about her "luck." This girl *never* had any luck. She had brains and will power, the wit *to make the most of what she had*, and the good sense to perceive that the more you know about anything, the easier it will be to know a great deal more.

There used to be a slogan, "Shut up your business when you close the office door." Shut the office door by all means when you have finished with your job. Just hanging around the office is a deadening process. Be alert, intense, and swift while you are on the job, and when you shut its door behind you, make sure that you have time for a varied and rich personal life.

Many of the old clichés are the real wheels on which this world turns. A long, long time ago somebody said, "Knowledge is power." Nobody ever said it any better. Nobody else ever said anything half as wise.

CHAPTER VIII

Your Mental Development



MANY A PERSON WHO NEVER HEARD OF DR. ELIOT's Five-Foot Shelf of Books, chosen to contain the essence of one kind of knowledge, may have a large supply of knowledge in areas for which the Book-Shelf could not be of the slightest assistance. There is a good deal of nonsense about intelligence and the alleged indications of the much discussed I.Q.'s and other devices that are supposed to show your mental age. Anyone who has listened to the conversation of two radio engineers will agree that their language is Sanskrit to the average intelligent person. Yet it is the foundation of the great miracle that brings us music from the ether.

Many a radio engineer is so immersed in his own special sphere of learning that he knows practically nothing else. Knowledge along such specialized lines is, perhaps, of more use to the world than a culture which is wider and provides more avenues of enjoyment. Yet the average woman worker must have this broader outlook. While that culture which makes a person a connoisseur of art

and literature may not bring the possessor as much material return as specialized knowledge, it will be of inestimable value socially.

Mental and cultural development cannot be gained by attempting to know everything and being interested in everything. We still think that there are certain books we "ought" to read and that a knowledge of the great masterpieces in the art gallery and of "who's who" in the musical world is a proof of intelligence and culture. Sometimes it is. Sometimes it is merely a proof that a person has an excellent memory but little real intelligence.

We can afford not to care for certain aspects of what is really culture if there are compensating matters to which we give our attention. I know a woman of real political power who doesn't mind saying that art galleries bore her to extinction. She loves a picture of a garden because she loves gardens, and she likes a fine photograph of some famous place associated with her travels. But art for art's sake is her blind spot.

Take, therefore, this attitude toward your own mental development, but have a specific mental desire, a definite area of expansion. You cannot afford to be merely negative and remain in a small orbit. You need something which makes new demands upon your intelligence, something which is a torch leading you onward. Take the matter of reading. If your tastes lean that way, you will enjoy taking courses in English literature. You will know the writers of France, Scandinavia, Russia in translation,

if not in their own languages. You will want to follow the scholarly essays found in the better magazines. This will enrich your conversation and lend you charm, even though you be the plainest of women.

Canvass the world of interests and make sure of what really attracts you. Try to test this honestly. It is so easy to be fooled by a desire for approbation. Any approach to mental development which does not spring from genuine roots within yourself will soon wither and die. Many a woman slips into the background and becomes an economic wallflower because she does not read the newspapers and does not know what the various topics of the moment are. If you are educated and at ease with current happenings in the world, in the region of what *must* be known, you can pick and choose in the fairyland of special interest and trust to your real desires to lead you into the arena of perfection of development.

I have often known people who professed to be bored by history, until they discovered phases of it which happened to appeal to them. A woman in the wholesale hardware business in the Middle West once said to me that she wondered if the people who came into her store ever thought of the history that must lie behind the present-day door hinge, doorknob, window fastenings, and carpenter's tools. What were windows like two hundred years ago? And was there any hardware in the form of locks and bars? She vowed that she would enlighten them, that she would tell them about hardware. She did.

of every hundred women who come to my desk for counsel and guidance in business and the professions, perhaps five will answer the question "How old are you?" truthfully.

One of the most wonderful women in the business world took eight years off her age when she first entered business, and today she could take off four or five years more and get away with it, for she dresses in a style which especially suits her, and she is a conservative athlete who knows how to slow down a little and still keep in perfect trim.

There is a good deal of advantage on the side of the woman of forty but her mental development must carry her over a hurdle of being ranked as "a person dated with a past generation." Therefore, begin your mental development early. The woman of forty is a truly magnificent worker. She has her whole mind on what she is doing; she is not apt to let her diversions affect her thinking while she concentrates on her job. She is self-sustaining and efficient, and she has been learning all along the way.

Women have discovered a technique for surviving the years of maturity in the business world. They have used their leisure to excellent advantage. They have managed to learn new ramifications of their jobs. They have prepared with persistency, during their long years of youthful apprenticeship, for the time when they must draw upon this storehouse of knowledge.

The first and most important thing for the woman to do who is determined to develop her mind is to seek

honestly for subjects of study which are constructive and of personal interest. General reading and study is of little value unless you have the type of mind which demands varied mental fare. Reading and study along lines which *converge definitely* are what count.

The second essential in mental development is that there shall be confidence that it is valuable and worth the trouble. On this score you will have to combat an undcurrent of mental inertia. But education, which used to be open only to those with full purses, goes almost begging at your door today.

Aside from the organized course of training that you can get in classes of any kind, there is the splendid system of reference libraries throughout our fortunate country. There is moreover the average circulating library. In either or both are sources of mental stimulation which a few short generations ago were closed not only to women but to men. Nor need anyone fail of guidance. The willingness, in fact the eagerness, with which any request for assistance in choosing a reading course will be met by librarians is high evidence of public service. In addition to specific and personal help of this kind, libraries make available to the public many pamphlets and lists of books which suggest systematic lines of reading.

No one who has a card in any good library need fail to read the important books of the year. Even books that cannot be taken home can be used in the reading-room, and in this way extremely rewarding books on science,

travel, and other special subjects may be consulted. You will find, however, when you can afford it, a deep and permanent satisfaction in building up a library of your own.

CHAPTER IX

Enlarging Your Vocabulary



WHILE A WIDE VOCABULARY IS NOT A SPECIFIC REQUIREMENT for the average job, it is still a very definite aid in seeking one, because the more articulate you are in presenting your business story, the more convincing you become to the employer.

Curious as it may seem, Mr. and Miss Job-Seeker seldom command even an adequate vocabulary, much less a large one. Of course, the ability to use a diverse number of words advantageously and to the point is of inestimable value.

Of all the tongues of men, English is the one that offers the least excuse for a limited vocabulary.

There are few words that are really synonymous; each synonym offers some subtle variation in meaning. There are few expressions or arrangements in sentences that do not yield themselves gracefully to variation. This is so true that we do not need to stress the point, yet such is the paucity of our customary vocabulary that a whole newspaper, containing reports of all news, can be and

has been published with the use of exactly nine hundred words.

Stereotyped expressions, which become a sort of rubber-stamp formula, prevail among us. They become slang, they are fashionable for the moment, they are used everywhere, until the fad dies out. A few years ago somebody dug up *meticulous*, and in a short time everybody was using it. That outlaw *normalcy* flourished for a while. *Pulchritude* is now with us, and *static* is popular. *Moribund* is starting a new career on the lips of people who never knew it before, and *libido*, once lisped even by babes, is retreating to the dictionary from which it should never have been taken.

Enlarging your vocabulary by adding to it these temporary linguistic favorites is merely an evidence that you have an ear for sounds and that you "get around," as the expression goes. Enlarging your vocabulary through a genuine knowledge of your mother-tongue is a very different affair. No woman who is in contact with the varied elements of human life can afford to keep on using a rubber stamp in her conversation. Out of that vast congeries of united sounds and symbols called the English language she should be able to choose the one word that gives force and vitality to what she has to say.

It is not difficult to do this, but few people seem to know the process of enlarging the vocabulary.

One of the most interesting ways to settle themselves into good habits of language is to read the masters of it—first for sheer joy, and afterward for education. I have

always been interested in reading authors who handle English superbly and have followed the practice of using a notebook as I read. The new use of a well-worn word, the introduction of the little-known word for ordinary use, the happy phrase, the delicately cadenced sentence, should go down in our notebooks. We may never use that fine sentence, but its influence will refine our everyday speech.

To suggest that any good dictionary is a fascinating book may smack of the schoolroom, yet it is true. The standard joke about the man who said of the big volume that "the subject changes too often" will lose its point if you read the very small print below the definition of the word, which tells you whence the word is derived and how it came to be what it is. Abbreviations of baffling intricacy found in that small print will be simple affairs if you will take a few moments to decode them. However, there are many books on the market which make this game easy.

Words, when they are really studied, have the same quality of absorbing the attention that crossword puzzles do, because the puzzles are really maps in elementary form of how words happened to be. If you wish to know not only what three letters constitute the name of an antelope peculiar to Africa, but how the very breath of life is in every one of the homely, familiar words always on your tongue, if you wish to roll English delightedly around in your appreciative mind, then get the books that tell you why words mean what they do and the processes

through which they have passed in getting to us here and now.

English is rich, luscious, diverse, subtle. Never believe people who claim that Italian or French or any other language provides shades of meaning unknown to this cosmopolite among languages. There is nothing you cannot say in English, and very much that you can say in it can be said in no other language so well. It has absorbed one tongue after another until to know it well is to possess a broad education. Greek, Latin, Celtic, Teutonic, Norman French, and other reservoirs have all poured their streams into it. You will never use it well until some perception of this is gained. The careful study of English affords both an education and a recreation as absorbing as any novel by a master hand. Origins of words are especially worth investigation.

Take the word *generous*. This is based on the Latin word *genus*, which means "race," in the sense of entitling to praise and admiration. A generous man was, therefore, in the final analysis of the word, a well-born, a nobly nurtured man. Doesn't that make a slight difference in the way *generous* affects you? Do you think that you can ever use the word again without a memory of that interesting association? This is the trail along which you can run with ever deeper joy and increasing profit. Suppose that we take you a few paces, just to show how this pursuit of words begins to take hold on anyone.

Some words hark back, for instance, to old and occasionally amusing beginnings. To *insult* is "to stamp

down." A *legend* means "something to be read." Mark the difference between that and *tradition*, which is "something to be carried forward." *Rivals* are those who "live by the same river." Doesn't that sweep you away back to primitive days? Who doesn't remember the Kentucky hill feuds, nearly all of which have been waged across the little streams which divide "rival" territory. Human nature hasn't changed much since people first settled on rivers.

A *salary* was an allowance made for salt, one of the earliest commodities in which a day-by-day or week-by-week stipend was paid. It so distinctly denotes this smaller period of time that some other word really ought to have been used for larger sums covering long periods. A *supercilious* person is always "raising his eyebrows." Think of this next time you use the word, and ask yourself if this is really what you mean. A *trivial* matter is of so little account that it can be found or discussed "where three roads meet"—otherwise, a bit of cross-roads gossip.

To *abominate* is to turn in horror from the ill *omen*, which is imbedded in the structure of the word. Few words are so inaccurately used as this, since the suggestion is of shuddering fear or repulsion at something which is not normal. *Abominable* can be applied, for instance, to some bloody and cruel murder but not to any article of dress; and any such statement as that "she had abominable taste in the colors she wore" is very bad English.

The implications of a word due to its history should be considered in its use. The fine accuracy and shadings of

meanings available to a person who knows such implications will weave an alluring pattern in speech. *Endeavor*, for instance, has a shaded meaning. It comes from the same word as *duty*, as in the French phrase *se mettre en son devoir*, “to do one’s duty.” So that if we “endeavor” to do anything, it ought to be something that is a duty. We should not “endeavor to be happy,” since we do that, not as a duty, but because we enjoy being happy. A narrow line of demarcation, this, and yet it is such strict demarcation between the meanings of words that gives charm and life to language.

There has always been a tendency, in every language not primitive, to shorten words, to simplify the original full-flavored word. Our *whisky* is a poor thing beside *usquebaugh*, from which it has been incredibly evolved. *Bugle* was, not so long ago, *bugle-horn*, which means “wild-ox horn.” A long, long glance backward in the history of civilization that gives, doesn’t it? We say *bus* today for *omnibus*, which is a “carry-all for many” and difficult to say; but *bus-boy* and other such uses is going too far. Our smart lads like to say that they are ’*Varsity men*, thus taking off the most important element, that *Uni-* which, as in *universe*, means so much.

Many of the most ordinary words are salty with meaning. An *expression* is “squeezed out,” so that we may *voice* an opinion but we *express* a doubt. The word should, but usually does not, convey the idea of reluctance. An *object* is something “thrown in the way”—literally, something found at the feet. The word has

traveled a long way when a recent book of serious intent can mention that "the towers of Manhattan are astounding *objects*."

Anything that is *obvious* "comes to meet us," but this word is seldom used with that connotation.

Knowledge of the origins of words, to be found in many books having to do with etymology and frequently in parts of books on ethnology, will impart both clearness and variety to the vocabulary. *Zest*, for instance, is used very often in the phrase "zest for life"; but if we wish to be accurate, we will not use the word *for* with *zest*. We *impart* *zest to* anything, and the reason for this lies in the origin of the word. It was, very long ago, a piece of orange-peel which was shredded into wine in order to increase the sharpness of the bouquet, and originally it meant "the inner skin of fruit." We therefore add *zest* to food and drink in various ways, or to a day by adding to that day any happiness; but we do not *have* *zest* for things. Try a series of sentences using the word in its proper sense, and see how the slight shade of originality imparts *zest* to them.

So common a word as *row* is mishandled by most of us. The word springs from an old one meaning a jollification of rather a rowdy character. Shakespeare has "The king doth take his rouse," meaning that His Majesty was having what we now call a wild party. So when we say that two or more persons are "having a *row*," we mean that they are raising their voices, perhaps shaking fists, or at least making a disturbance. But when we are tempted

to say it of two gentlemen who would shudder at the very idea of a raised voice, we should state instead that they are having an argument, or a heated discussion, or an agitated conference. When a row takes place, everyone within earshot will know it.

Solemn, glum, morose, despondent, sullen, pensive, sad, discouraged, heartsick, hopeless, resigned, depressed, give us riches wherewith to describe with the utmost accuracy a state of feeling.

Choice of words in English is very widely due to what are known as “doublets,” pairs of words representing a common original. *Cipher* and *zero* are from the same Arabic word. *Admiral* and *amir* are fundamentally the same word, so that the man who wrote an article recently on world navies and referred to the “amir of the sea” was right, and the many who wrote to the editor objecting to the use of the word were wrong. *Parish* and *diocese* are really doubles in language source, as they are in their use today, coming through Old French from Greco-Latin.

Boor and *churl* are the same word, shifted in sound through various tongues. “*Walnut*,” says Ernest Weekly, the author of many books on the origins of words, “is related to *Wales*, *Cornwall*, the *Walloons*, *Wallachia*, and Sir William *Wallace*, for the *wa* means a ‘foreign nut.’ ”

Misuse of some words astonishes those who know that the users do or should know their mistake. *Only* is possibly the most misplaced word in common use and on the printed page. “I only want to go there” does not make

sense. *Only* modifies *go*, so that what is really said is, "All I want to do is to go." "I want to go there only" sounds stiff because we are so accustomed to the incorrect use of the word, but that sentence says what is really meant. Try reading newspaper editorials and what is considered good fiction, and you will have a surprise if you check all the misplaced *onlys* that you find.

Plain abuse of grammar is not found as it used to be twenty-five years ago, but *anywheres* has too many users, and *was* and *were* are interchanged by people from whom we should expect better English. These things, however, can be corrected by home study of a simple, grammar-school text-book. It is the rarer use of the tongue, the judicious selection of words, the ease in using them, the power to think in connected sentences, that informs us and gives to our speech the haunting charm of language which carries forward the idea and the rhythm so that it is a pleasure to hear.

Deliberate misuse of language with a humorous intent has always been popular. "You ain't been nowheres and you ain't seen nothing yet" and "skip it" and "let's go" and "you said it" and "and how," "swell" and "okay" and "Oh, yeah," are amusing if they are, like pepper, merely a piquant dash in the language; like pepper, they can be overdone with devastating results. The popularity of a certain type of laconic slangy dialogue in fiction of the moment has brought the fashion into everyday use.

We cannot ignore these invasions from the haunts of slang, but we can and should estimate them for what they

are worth. They should not be accepted by anyone of intelligence as a genuine influence on our language. They pass and leave no trace except in the pages of old magazines.

Words of foreign source, however, do become naturalized citizens in English. Much of the universality of the language and a great deal of its diversity and adaptability are due to the rich coloring which runs through our simplest words.

Straight, undiluted Latin is in our mouths oftener than some of us realize. *Item, senior, post-mortem, index, genius, radius* (from which we get radio), *pauper, miser*, and the psychological *complex* would have been just as well understood in ancient Rome as they are by us. Greek gives us *analysis, dogma, aroma, pathos, synopsis*. Such every-day words to have been so long unchanged in the mouths of so many men!

Bazaar and many other words are Arabic. Old French weaves in and out of our language, binding it together. Gaelic, one of the least known of languages, gives us endless words which relate to the fundamentals of existence. *Heckle* first used in the Highlands, mean the combing out of flax—the “teasing” of it with a wooden comb. *Feckless* is not a usual word but holds its place steadily, and *glamour*—we wonder if anyone ever realizes that this was a “lost” word, one that had been used in the fantastic love ballads of the Middle Ages but had long been buried in those ballads when Walter Scott, antiquarian as well as author, dug it out. *Caucus*, which is, they say, the first word that

a baby politician learns, is really an Algonquin Indian word, meaning the same as *pow-wow*, now pushed down among slang words. *Hinterland* marked the time when Germany, then as now, was making war noises, and *trek*, shortened from its Dutch form, tells of the long ox-drawn trains that colonized South Africa. *Knapsack* was Dutch and meant a sack in which a wandering scholar packed away such hand-outs as the thrifty housewives could be induced to give.

The very groundwork of our language, the old Saxon and Teutonic, can infuse new meaning into the words we use every day. The *daughter* of the house was the milk-maid. A *maiden* was not a girl but any untried and untested thing. We still say "maiden effort." In the Middle Ages a "Maiden Tower" in a fortress was one which had never been taken by the enemy.

A *tartan* plaid, very popular for sport clothes, is associated in our minds with the kilts of Highland men, but this word comes from the *Tartars*, sifted through French, and was applied to the costumes of the Highlanders because it was said that they were "Tartars," a saying well understood as meaning ferocious, dangerous, easily angered, bold in a fight. The description, "He's a tartar in a fight," originating in the days when Europe was discovering that the wild tribes from the north of the Danube were ferocious and merciless, began to be said of the Highlanders and then of the kilts they wore.

Our colloquialism *boss*, taking the place everywhere of the old term *master*, is Dutch and has crept up slowly

to the sun through long years in which it traveled from the lips of the old Dutch settlers on Manhattan Isle.

Such studies as these provide a delightful hobby which is also one of the most profitable that can be followed. It will end in giving your spoken and written word an individuality which will be one of your greatest assets in any sphere of life.

CHAPTER X

You Ask for a Raise



MAKING MORE MONEY EACH YEAR OUGHT TO BE ONE of the processes of Nature, but like many such processes it is checked by conditions. If the increase in salary that the natural course of events would suggest is not normally forthcoming, it behooves you to make a careful investigation into the cause.

Length of service with a firm is not a guarantee that you are worth more at the end of any given number of years than you were in the beginning. If you do your work no better the second year than you did the first, it would actually be to the employer's advantage to hire a new person who would give more evidence of life. Employers are apt out of a sense of loyalty and gratitude for past service to keep on many a person who has never added a point to the efficiency rating of the organization. Even mere business has its refinements of feeling. More frequently than not, there is a certain tariff which a job will bear, and asking for more money is an injustice to your own good sense as well as to the employer's. If you feel that potentially you are worth more to the world than you

are receiving, it is your duty to look around and about and see what you can do to earn your value. Asking for a raise isn't the way to proceed.

Suppose you are a beginner in the business world in a large stenographic department; four of your associates get an increase in pay, and you do not. You would be less than human if you were not both puzzled and offended. Ask yourself some pertinent questions:

Am I really as efficient as these other girls who are now to get more money for the same work that I think I do? Do I do as much work in as little time? Am I in accord with the business—do I know anything or care much about it? Do I take dictation especially well because I do have interest, or do I take it poorly because I have none? How many times am I reproved, by actual count, in the course of a week (careful checking on this point will sometimes give you an unpleasant but salutary surprise). Do I arouse antagonism among my fellow employees? Do I really behave well toward my immediate superior? Do I dress with modest propriety? Have I shown any tendency to flirt with the men employees? Have I shown reluctance to work overtime now and then?

A study of yourself by yourself, in this fashion, will often show you exactly why you did not receive an increase.

Few employers are able to be entirely impartial. Being human, they respond with liking for one employee and find themselves unable to like another, although both may be excellent.

Early in your career, the less frequently you ask for an increase in salary, the better situated you will be. Fix your attention on being *worth more*. Be just as alert and vitally interested in what the business stands for as if you were getting five thousand a year. If you have the misfortune to work for a penny-wise, pound-foolish employer who hopes that you will never have the sense to know how much you are worth, you can always find another employer who has better business judgment.

If you have been with the firm long enough to have estimated carefully your value, and if you have come to a sound conclusion that you are worth a good deal more than you are getting, the best way out of a difficult dilemma is to write a letter. Be careful, however, not to go over the head of your immediate superior. If you are a junior stenographer in an office where there are five hundred employees, you will not be so ill-advised as to write to the president, whom you have scarcely seen and to whom, of course, you are not even a name.

Write a sane and concrete letter to the proper person. State the length of time you have worked, the kind of work you do, modestly maintain that you are progressive and in earnest, and ask if it would not be possible to have some increase in pay.

If you do receive an increase in salary, don't rest on your laurels. It is not a cushion to increase your comfort, but a spur which ought to dig in and drive you forward.

Self-knowledge, then, plus real knowledge of the commercial field, added to specific knowledge of the business

in which you are engaged, is the ground over which you should look with the greatest care before you can feel that a raise is actually due you. This is true whether you are an eighteen-dollar-a-week stenographer or a sales-promotion woman at several thousand dollars a year.

The one and only time when a direct, positive statement about an increase in salary can be made is when you are determined to seek that increase in some other organization or you have had an offer from another firm. If you have fully made up your mind to leave, say so pleasantly and add a friendly word. If you are merely hoping that this offer will bestir your present employer to deal with you in a way more suited to your ideas of salary, take tangible evidence of the offer to him and say frankly that you prefer to stay where you are but that common sense dictates a change if thereby you can deal better with your own future. There are few firms that will fail to respond with respect to open, honest statements made with good taste and good temper.

Once in a while, of course, you will find a grouchy, unfair man who will neither give you any promise for the future nor be kindly disposed to send you on your way with his blessing.

"What do you want more money for?" an irate man thundered at a woman I know. She was forty, had worked in that firm for twenty years, and was by all odds its most intelligent and worth-while employee. Her salary had stood still for six years despite the increased prosperity of the firm. She asked if he wanted her to believe that she

was worth less to the organization than she had been six years before.

"Why, you get a hundred dollars a week now!" he exploded. "What do you think you are worth? Isn't that more than enough for a single woman to live on? If you get that salary for ten years more, you will have made more money than I have in all my twenty-five years in business."

She pointed out that he was not contented with his present salary. Hadn't he said at the last conference of executives that now they must all get ready to press forward along newer and fresher lines? Would he want anyone to tell him that his salary was enough to live on?

Now this woman was really a big factor in his organization. She was head of a most important sales-promotion division. There was not a month that tentative offers did not reach her from other firms. She knew her worth absolutely. She knew her man, too. Illogical and irritable, and at times stingy and mean, there was a spark of honest justice and good judgment in him which could be struck out by anyone bold enough to drive a powerful blow at his outer crust of indifference and bad temper. She had staked all on that fact. If she cracked that crust, she would be able at least to have an honest talk. If she did not, her self-respect would compel her to leave as soon as she could hand her work over to another capable of dealing with it.

She broke the crust. The slow, grudging, but amused

smile that could, occasionally, be coaxed from the thin, hard mouth crept over it. He nodded and said:

"Well, you had your nerve, cracking down on the old man like that, but I admire you for it. Of course you rate more. But I had to see that you were the caliber that could stand up for your rights. You shall have an increase, and a commission on district sales. Give you a letter to that effect today. And for God's sake," he added, between a growl and a laugh, "don't give away your method to anybody. Let 'em find out for themselves—be smart like you."

This is, of course, a happy ending to a short story, because this woman is now the key "man" in that organization.

There are endless variations of the way in which the employer receives requests for salary increases. For the first years, while you are going up slowly, rung by rung, you had better allow your employer to pay you what he will. Your concern is with learning everything you can, every moment. After that, choose your employers! Try to get into organizations where you will feel at home, where the atmosphere is friendly to your type of woman. Try to put the success that you have with your job ahead of the direct aim for money. Better let the "raise" take care of itself.

CHAPTER XI

You Estimate People



MANY DIFFICULTIES ARE ENCOUNTERED WHEN WE TRY to estimate people. Judging others by ourselves is one of the greatest mistakes we can make, yet this is our instinctive reaction. Some psychologists suggest looking into ourselves as a means of understanding the other fellow. "To thine own self be true, and thou canst not then be false to any man," sounds well and has an aspect of truth; but it also has many other aspects which are exceedingly false.

There is a good deal more to the art of estimating people than either psychology or philosophy will teach you. There is the matter of sound practical experience. There is the knowledge of different social strata. There is the will to be tolerant and broad-minded. There is the deliberate and often difficult struggle to find a common ground where your likes and dislikes can be moderated and kept under control. These are questions of individual differences.

In thinking about the people whom you meet, remember that beautiful picture one of our great prose writers

has given us on this very point: "When we see a ship limp into harbor, her sails torn and her decks awash, let us ask ourselves from what far port has she come." Think of this when your fellow-employee responds to your cheery morning salutation with a scowl. Who knows from what sad journey he is returning? Who knows what the night has brought him? Who can say what travail of soul is raging behind his eyes? Such quick sympathy for the unknown secret troubles and sorrows of our associates is the bed-rock upon which all our estimates of people must be based. No scientific study of people is worth anything without this as a foundation.

Whichever way we turn, we have continually to seek understanding and liking of our fellow-men, if we would not go through life in a constant turmoil. The practical world, reluctant to recognize fully the personal and emotional attitudes of the social and domestic worlds, tries to ignore all this, to reduce human relations to a formula. No greater mistake was ever made. The business and professional woman is sometimes lured into this mistake, because she takes it for granted that the need for estimating and understanding people lies behind her, in her home and in her social contacts. As a matter of fact, all the world of work demands of the person who seeks success in it an even more perfect understanding of other people than do the worlds of private contacts.

In taking your place in business, then, begin by being attentive to the people around you, in the sense of being a student of them. Make haste slowly in coming to con-

clusions about them. Ask yourself if you know or if you can guess at their family and educational backgrounds. Inferior to yours? Superior? Or merely different? Is the person you are studying older or younger? Can you guess whether he or she has had a happy life? Or is healthy? Nervous and "jumpy"? Cold and unresponsive? The answers to these questions will be tentative and inexact, for you will not have full data. Approaching the problem in this way, however, will open your eyes to a good deal of which you would never think otherwise.

Thoughtlessness in making statements more or less derogatory will almost always cause a lot of trouble. A woman I know, brought up in a home where a stern father said emphatically what he thought about women's smoking, had the habit of quoting father with equal emphasis, often where her women associates were smoking. She found it hard to believe that this one habit had lost her several good jobs, because through it she lost the regard and in turn the coöperation of those other women.

You cannot get your fellow-employee into a quiet corner and say: "Look here, we don't seem to hit it off very well, do we? Can't we do better than this? I'm inclined to like you. Can't you tell me why you find me annoying at times?" Socially, this is sometimes possible, although even there it has its pitfalls. Domestically, it is obviously the indicated action, usually the surest way of clearing the atmosphere. In the business and professional world, however, it produces embarrassment and confusion, mainly because the office insists on assuming that personal feel-

ings are not to be recognized. You cannot crash this convention. You must respect it. Consequently that avenue of adjustment is closed.

There are ways, though, in which it is possible to get out of this impasse. One of them never appears on the surface but lies within yourself; it consists in keeping your own mind free of dislikes and too sensitive reactions. The power of thought has always been acknowledged, but not to the degree it deserves, for it is in *what we think* that we influence others and attract either their liking, their respect, or their dislike.

Racial and social differences set up big barriers. Between the outwardly stolid Swede and the outwardly excitable Latin there are many hurdles. But these often prove to be phantoms which crumble when real understanding is established between strongly opposed temperaments.

I know an English girl with a most democratic attitude who discovered to her horror that the American girls among whom she worked considered her affected and "stuck-up." I told her that anyone who said "cawn't" and "grawss" and "fawncy," and "Thank you, my man," to the elevator-boy, and "One doesn't do that, does one?" would inevitably draw unfavorable comment among her associates. These particular girls came from homes with no cultural background, and the majority of them had not even a high-school education. The English girl's difficulty was that what was perfectly natural to her seemed affected and strained to her fellow-workers. I placed her

in a job where her associates were American college girls, and she was an instant success.

The ignorance of most of us about social and mental strata other than our own is probably the greatest stumbling-block in the path of human understanding. Between the boy or girl born into a poor and uneducated family and the boy or girl born into traditions of culture is one of the widest gulfs that can exist in human relations. That this gap is constantly bridged, that friendship and deep understanding often grow between these widely separated human units, is the best evidence we have that there is more than a possibility of perfect adjustment to life.

A good way to study "how the other half lives" is to go into the sections where they do live. In large cities one of the greatest broadening studies can be pursued in parts of the town where the conventions are different from those to which we are accustomed.

Differences of social training and family background affect us all, and in this regard a woman's wit should be well to the fore. Estimate your bluff employer. Perhaps you are a college woman and he knows it. He may be a self-made man and wholly deficient on the score of culture, which he also knows. Although he shrewdly estimates your value to him, he is not in the least overawed by you as a business associate. On the other hand, he may feel that he is out of his depth from the personal or cultural aspect. This feeling causes him to be abrupt with you. Or, if the shoe is on the other foot and your em-

ployer is a man of unusual culture, he may treat you with respect as his business associate and totally disregard you as a human being, because he sees that you and he do not think on the same level.

The impersonal but punctiliously attentive attitude, the guard constantly up against small arguments which are dangerous, the steady, careful justice you give, may in time dissipate the cloud that lies between you and the person you dislike. They will at least keep your relationship on the plane where the emotions are least apt to add fuel to the fires.

Difference in regional customs sometimes present problems. Girls who go north from quiet towns in the South, where the social courtesies are carried over into the business world, often find the curtness and impersonality of the metropolis very disconcerting.

I struggled quite recently to keep a fine and able young Southern woman in her job, because she came to me with angry tears in her eyes to say that she would have to go back home because she positively could not endure the courtesy of New York men. They did not open doors for her. They did not pick up her handkerchief. Her fellow-employees made no effort to be any more considerate of her than they were of the men in the office. Her chief had actually sent her out in the rain to deliver an important paper.

I pointed out to this young woman that in being treated in this fashion she was receiving the compliment of the truer equality of men and women which women

strive for in business. One of the small but often baffling difficulties of a woman's entry into the business world is in acquiring the ability to overcome misunderstandings or dislikes by a sincere recognition of the things that cannot be done there. For the woman in business these broadening processes are most valuable.

To understand people, therefore, you much approach them without prejudice. No amount of caution or self-discipline will keep the hostility out of your eyes if you are thinking hostile thoughts. The delicate shades of feeling that pass across your face are amazingly revealing. Conquering the business and professional world in which you seek to be a success requires that your mental approach shall be kindly, that you shall expect the best of the people about you and try to fathom the cause if they behave differently.

An objective attitude persistently preserved is the only means of estimating people properly.

CHAPTER XII

You Think You're Tired



THE MOST SERIOUS CONDITION PREVALENT AMONG BUSINESS women is the persistent illusion of fatigue. This has become a complex, and one which it is almost impossible to break.

You return at night from the office. All sorts of things have gone wrong. You have no appetite for dinner. You can't even read the new issue of your favorite magazine. You are so tired that your bones ache. Working every day at the same job is a terribly fatiguing affair. You wonder seriously how long you can stand it. Then the bell rings and your best friend comes in. She has her car at the door, and she wants to take you to see a play about which you have heard favorable reports. You get into your prettiest gown. You enjoy the play. You enjoy the supper you have afterward. You sleep well. Where is that fatal fatigue from which you were suffering at the end of the day? It is wholly gone. *If it had been real, you would not have got rid of it.*

This illusion of fatigue has a good many scientific names, but I shall just call it a "complex," which simply

means that you have thought about the thing so long and so much that you can't stop thinking about it and it becomes a reality to you. It may be caused by any one of a number of different reactions. Dislike of one's job can account for half of the fatigue illusions in the world. Many a woman breaks down from what the experts call overwork when she is really worn out by the daily round of work that she detests.

Real exhaustion demands sleep. It is dissipated only by rest. It is an actual physical condition which if carried to excess throws you down in a sleep which is almost a coma. Walk ten miles, for instance, and if you are in good condition, you feel splendid. Let some accident send you plodding desperately onward for five miles more without rest, and you will drop like a log and be asleep before you have drawn two breaths.

The fatigue that makes you sleepless, that causes you to twitch all over, that depresses you with vague fears, that makes you think of every disagreeable and unhappy thing that ever happened to you, is not fatigue at all. It is the illusion of fatigue, the complex that you are tired which that play-actor your subconscious mind is making up to explain to you why you feel that way.

All sorts of things may cause the condition. Your business day may be too dull, keeping you drowsing along with one or two high spots of interest interspersed with bleak lapses into routine. Your job may keep you on your physical feet but put you to sleep on your mental feet. Work that has no prospect of interest or advance is a sure

developer of the fatigue germ. So is a constant feeling of irritation in your job. Your home and social relations may be troubling you. You may need physical exercise, or some pleasant hours of healthy fun, or more friends, or more stimulation of your ambition. Not even a consulting psychologist can tell what is actually the matter with you without your entire coöperation.

Actual fatigue makes you feel that you cannot move. When you are really tired, it is blessed relief to sit or lie down and relax. After an hour the feeling begins to pass away, but the *illusion* of fatigue stays with you no matter what you do.

When you begin to feel this drag of always being tired, ask yourself some questions:

Do I really like the work that I do? Is there any person in my working day who either overtly or secretly angers me? Have I anything on my conscience, rightly or wrongly, that is oppressing me? Have I ambitions which I have tried to push away and forget but which are really present all the time? Have I anyone in my home who aggrieves me with a sense of injustice? Would I feel a great sense of release if I left my people and lived alone? Am I really pining for marriage? What is the constructive thing that I can actually DO to help myself?

After you have asked yourself these questions, consult your doctor if it is necessary.

When you have done everything possible in the way of adjusting your body, quieting your nerves, or changing the conditions that were irritants, and still this false

fatigue persists, you will have to reach into the mysterious recesses of yourself and pull some wires that only you can operate. A bad habit of thinking may be the cause of your difficulty. The persistent sensation, familiar to practically all of us, of burning anger at injustice is one of the great causes of false fatigue. This may run all the way from a small flame due to not getting the advance in salary you expected to the furious blast of feeling that your family are allowing you to take too much responsibility for them.

It is an extremely dangerous thing to live constantly with a sense of injustice. Removal of the association that causes this feeling is imperative, and no consideration should be allowed to interfere with that proceeding.

A great deal of the false fatigue experienced is due not to anything so serious as this, but to the habit of worry. Once this habit is fastened on you, you will find it possible to worry about practically everything. The more you worry, the easier it is. Lying awake thinking about what *may* happen if you lose your job, how you could manage if you fell ill, whether you can go on supporting yourself—all favorite subjects of concern with women—is a sure way to invite fatigue. Carrying the responsibilities of the business day over into the domestic and social hours is another habit that ends in constant tiredness. You will have to struggle against that absorption in your job which the very nature of it demands. Climb over those walls and run away to other pursuits and interests. Throw yourself into friendly converse, or go to a play, or

read a book which deals with not a single item of your work. Then, honestly tired, you can sleep the sleep of the just and waken to pitch into your work again with gusto.

Some years ago a Frenchman named Coué came to America and created quite a stir amongst us with his familiar chant, "Every day, in every way, I am getting better and better." This chant was to be pronounced at intervals, and we were urged to "hold the thought" between times. Trite as it was, it was a good idea. We can actually evade the corroding influence of mock fatigue through the wisdom of this device.

I know a woman who has been greatly scorned by her erudite friends because she reads herself to sleep with a detective story. When the book falls from her hand, she turns out the light and is asleep instantly. Why? Because the childish amusement of following the enthralling plot of the story, however incredible, has temporarily switched her attention from everything that belongs to her usual life. On the crest of that impersonal wave, wherein every thought of self is lost, she sails out to restful oblivion.

Many such tricks ought to be tried if you are a victim of false fatigue. Learn how to play them on yourself. One of the women executives I know finds that sewing for an hour before bedtime is a soporific. Self-cure of mental conditions is a real cure. There is a catch in this, however, because you can get into such a frame of mind that while you say you will do anything to help yourself, you secretly rather glory in your state.

Vivid interests are essential to a sane life. The past has

only one value, which is the lessons that we carry forward from our failures. The present, the ever-living present, is the only reality.

Snare your mental habits, then, and make them behave. Amuse and interest yourself. Keep that schoolgirl temperament—as well as the complexion. A well-known woman in New York, as beautiful as an artist's dream, so charming that young women are wallflowers when she is about, so interested in life that she is constantly sponsoring some of the newest movements of each year, could be called old if years alone were reckoned. But the one thing she has never allowed to wane is her enthusiasm. It bubbles anew all the time. Once I saw her presented with some flowers, and I shall never forget the wide blue eyes of ecstatic pleasure that she bent upon them. You might have thought she was sixteen and being handed those flowers by her first beau. This is the spirit of life. It banishes false fatigue, and even controls real exhaustion.

Conquer your illusions. Fight for interests wherewith to shatter the deadening force of uncongenial work, of sorrow, of disappointment and personal conflicts. Control your mind. Don't be its slave. Keep your enthusiasms. Guard that inner citadel from the illusion of fatigue.

CHAPTER XIII

Your Hobbies



I KNOW OF NOTHING MORE FATAL TO A WOMAN'S SUCCESS than the sense of being pursued by her job. There must be some hours when a job is forgotten. In summer all the out-of-doors beckons. The woman who does not find time in which to swim or drive or play games or laze beneath the trees is not the woman who is going to be Grade A in the human output. There is no town so big that it has not summer play-grounds so near that it is no effort to reach them.

This, however, is just a small sector of the problem of outside interests. How about clubs? How about your church? Friends? The many free lectures that even small cities provide? Civic organizations? Don't ever make the mistake of losing touch with the world that lies beyond your office doors.

A special hobby toward which you feel drawn is, however, the real life-saver in the matter of taking the tension of your job out of your mind and disposition. A hobby is something in which you're interested without benefit of money or personal return. It is your pet, your harmless

kindly pal of unregulated hours. It represents liking for something which has no reference to whether it is good for you or not.

There are several very interesting magazines devoted to hobbies. Look these over and see what a fascinating field you may step into. The time that you would spend on a hobby would otherwise be your tired time, your bored time, your discouraged time.

At one of the recent series of hobby shows held throughout the country, the hobbies exhibited were of a variety which attracted attention in view of the interest they offered to the woman who holds down a job outside the home. The exhibits included:

Canary birds	Hand-made jewelry
Tropical fish	Period costumed dolls
First editions	Doll houses
Miniature rock gardens	Criminal history
Paper dolls	Genealogy
Early American glass	Place names and their meanings
Postcards from all over the world	Old etchings and prints
Stamps	Magazines from all over the world
Collections of old photographs	Paper and wax flowers
Historical data, Americana	Booklets on odd subjects
Music boxes	Puppet-shows
Theater programs	Lamp shades
Weaving	Crafts: hand-beaten brass, etc.
Amateur painting and sketching	Wood-carving

Pets: cats, dogs, etc.
Gardens

Art embroidery
Photography

Whether you feel drawn to a hobby which may ultimately prove a lucrative affair or to one which remains wholly recreative, get one if you can possibly stir up interest in anything of the kind. A hobby releases all your tightly locked mental gears. It starts the wheels moving in a new direction. If you lack contacts, if your whole circle of acquaintance consists only of one or two personal friends and your office associates, then indeed you need to exercise your woman's wit and strike out for fresh fields and new interests. What is all the machinery of civilized life for, if not for your use?

Churches are not only religious centers; they are social centers. A little indication of willingness to give service there will bring you new friends, or at least new associates. The women's clubs, the girls' social clubs, the professional organizations, are all ready to hold out welcoming hands to you. That is not all. Dramatic clubs, clubs for musical appreciation, the auxiliaries of hospitals, the flower guilds, and a thousand other organizations await just such persons as you are, the fine woman material out of which are built most of the real forward movements of the country.

Just sitting at home and wishing that you had contacts will not, of course, bring them to you. Emerson said, "The only way to have a friend is to be one." In this statement there is all the wisdom of living fully and richly.

A little volunteer work usually goes a long way as a passport in any organization, for those who are willing actually to do something are soon highly prized because there are so few of them.

Women who have no contacts except those of their jobs and the family circle are in danger of getting into the same state of mind that bogs down the too-isolated farm woman. Small injustices rankle, big problems seem unbearable, the possibilities of change, success, happiness, and progress appear to dwindle. Don't let your job eat you alive! Move about—circulate. Interest yourself in even casual acquaintances. Above all, interest yourself in something other than your job.

CHAPTER XIV

You Hit Your Stride



A PROPERLY SELECTED ENVIRONMENT IS ONE OF THE most serious problems for the woman in business. It is conceded that even very young men are quite right in their desire to lead independent lives, but a woman, whether she is eighteen or forty, feels the pressure of the family folkways.

Tradition says that the sooner a boy gets away from his mother's apron-strings the better, while a girl is supposed to be better off if she remains at home. Whether you are eighteen and at the start of your career or forty and at the peak, stop and give careful and unbiased consideration to your home environment.

I heard one outstanding woman say recently that if her mother died, she would have nothing left to live for. "Mother has been all the world to me," she explained, "and it is her need of me that makes me want to keep on working and making good." This woman is, of course, not married, but there are many women in business who are married and yet feel somewhat the same way about their mothers.

While it is a wholly beautiful affection that impels this woman to give her mother a devotion which is not compulsory but really genuine, I believe that this particular form of filial affection may be the unconscious cause of her leading a very lonely life eventually.

It is not always best to circumscribe your life by limiting your contacts outside of business to the family, to home and mother. Strive to have varied and rich personal interests. Many mothers have the capacity to develop along the lines of your thinking, and it is always better for everyone concerned if you can build an individual set of interests separate from the family and yet make the family a part of your outside world.

The fact is that physical birth does not always mean spiritual kinship. You can honor your father and your mother and give them all due service and attention, and they can still remain strangers to you almost from the cradle to the grave. This is cause for great sadness, because there is no more wonderful human relationship than that between a daughter and understanding parents.

No woman can afford to overlook the necessity of providing for her family if they need her material assistance. At the same time, it is very important for her to realize that this kind of obligation can easily submerge her completely and condemn her to a very isolated and lonely existence apart from family ties. Balanced thinking on this serious problem of office and home can avert many a catastrophe in later life.

One woman who lives at home exemplifies a sane ad-

justment better than anyone else I know. She gives an evening a week to her mother, taking her to dinner and a theater or picture, and no one can disturb the consistency of this arrangement. Another concession this wise young woman makes is to stay at home one evening for every evening that she spends away from home. This makes the mother feel that her daughter is interested in her as a personality, and yet that it is imperative for her to keep in touch with her own friends so that the void occasioned by her daughter's social activities may be filled.

Outside of work some women find their only true happiness in their homes. They are so constituted that a houseful of brothers and sisters and many visiting relatives gives them sincere enjoyment. They like the small talk of the family circle. A happy family environment is the breath of life to them and affords them all the emotional outlet they require. A friend of mine around thirty has been the butt of critical opinion for ten years over her very real desire to stay at home with her delightful and cultured parents. She has never wanted to marry, and not only her parents but a congenial aunt and uncle as well are her ideals of engaging companions. She is healthy, happy, and a high-powered worker, but her friends continually warn her against the dangers of "parent fixation."

In too many cases, though, the girl is induced to "stay home with her parents who need her." This appeal, touching a vulnerable spot—the inability to say "No," which is a chief feminine characteristic—has wrecked

more lives than I like to think about. A psychological fact on this point, which we all have to learn, is that we never really benefit our loved ones by doing for their sakes what is entirely foreign to our own desires. Sooner or later this produces secret if not open friction, and secret friction is even more devastating to peace of mind than that which is open.

If you decide to live away from home for the good of all concerned, this does not necessarily mean that you want to live in either a hotel or a boarding-house. You may have a strong urge toward home-making. You may want to build your own social and domestic scene in all particulars as fully as though you were married. Home-sharing partnerships between two or more women is on the increase, say the real-estate men.

Look around carefully before you select your home and your home-mate. As a woman who is now to compete with men in the world outside, you must be sure to take the same attitude toward your home life that a man does. The job is of chief importance in your life *when you are engaged in it*. I asked an alert and dynamic woman, who has a great many home responsibilities, how she contrives to be always brimming over with energy and vitality.

"I do all my sleeping when I go to bed," she replied laconically.

Men, backed by the solidarity of the masculine world of business, are hampered by home ties if they interfere

with their work. A woman who loves her home but must go to business, therefore, is working under a tremendous handicap.

If your job is a demanding one, perhaps it would be better for you to pay fifty cents an hour, or whatever is the standard rate for part-time domestic help, and have the physical work of the home done for you. This relief brings you to the office fresh and eager for the work of the day, and it is also a comforting thought to know that you are going home after five o'clock to a well-ordered household. Such an arrangement adds to your efficiency.

The home of the ambitious woman in business may be anything from a hotel room to a reconstructed farmhouse in the country, but it must never be in her consciousness during the hours that are sold to her job.

Two well-known women in business bought a farm and, only naturally, became completely fascinated by the charming task of making it habitable. They could hardly wait to leave their offices on Friday evening and get out into the country and into overalls. Their thoughts were on this fulfilment of their dreams of a home, and the intrusions of these thoughts became obstructions during the working day.

The entire office where one woman worked was interested in the progress they were making, but the head of the organization, though sympathetic, rather resented his executive's absorption in her own affairs during office hours. When a promotion was to be decided upon, he

chose the woman's assistant, because he felt that the older woman would always have more than half of her mind on her home in the country.

The increase of women's hotels, with small laundries on each floor and special concessions to the home-making spirit, gives additional evidence of the trend toward this kind of living. Despite much that is said to the contrary, many business women find hotel life quite convenient. The room itself, or the suite, can be made homelike with prized personal possessions, and there is the added comfort of knowing that telephone messages, changing of linen, meals, and all the other odds and ends of human existence will be automatically cared for.

The impersonality of hotel service has a charm for some women who would chafe under the aggressive attachment of a devoted maid. Look over this situation carefully before you decide that living in a hotel would be alien to your nature. My extended experience with independent women in all parts of the country convinces me that many a girl brought up in the most homelike surroundings takes to living in a hotel as the proverbial duck to water and is thereafter not to be separated from its conveniences.

This is especially true of women who have single-track minds and can carry only one interest at a time. They find their jobs all-absorbing, their business or professional confrères are their natural social circle, and their liking for privacy is fully gratified by the ability to hang a "Do not disturb" sign on the door.

At one time it was not considered "nice" for a young girl to have a hotel address. It was thought that employers might be influenced unfavorably if it were known that a girl was "living alone in a hotel." But this has all been cleared away by latter-day thinking, and here again the woman stands on her own merits as an individual and is not circumscribed by the convention of specific living conditions.

The home survey of the business woman should be thorough and pursued without reference to previous inhibitions, though, of course, it must take into account how much money you have and what you think will be the future of your home instinct. Persist in finding your own particular door into which the latch-key of your peace will fit.

CHAPTER XV

You Stay Single



IF YOU ARE TWENTY, FORTY, OR FIFTY AND ARE BY INCLINATION a spinster, make no bones about it. Give no excuses, offer no explanations, and accord to any man or woman who thinks it odd an amused smile.

A man may not be even a part of your social scheme, and still your life may not be dreary. In fact, in many clubs there is a pronounced tendency for women to find the company of their own sex sufficient for all social purposes. Research on the subject has shown that there is a large proportion of innate, nature-made spinsters, who have no more sex consciousness than some of the highly efficient insects that the wisdom of that division of life has produced.

I do not suggest that the sexless females of the beehive are altogether paralleled in human life, but the idea is worth thinking about. Some women are efficient, self-sufficient, and all-sufficient.

There is a woman I know who is superbly well equipped mentally and physically to marry if she chose, but some quality in her seems to shrink at the idea of devoting her life to, as she terms it, "a selfish man." There-

fore, while earning a man's salary and being utterly feminine about it, she walks in peace alone and undisturbed. She has many worth-while friends, and she makes a good friend herself. Indeed, her life is so complete, with her work and her great social popularity, that she leads an ideal existence.

The innate spinster, unaffected by gusts of emotional disturbance, is usually a woman of many interests and of high good humor. You see her, fine-looking, well-dressed, at concerts, alone or with other women, or in museums, or at lectures, notebook in hand, or loitering happily in quaint little bookshops. She is often less hurried, less hectic, and a less unstable creature than her married sister. Less magnetic, perhaps, at least to men, although this is not always so. I know a number of these women who could pick a husband from the train that insists on following the lure of intelligent outlook, for the spinster is by no means a poor companion for a man. Many of these women have had men friends all their lives.

Whether women will admit it or not, it takes a lot of courage to marry. It often involves an almost complete submergence of the individual. Many women feel this is too much to pay for the sake of being married, and many women after marriage realize they have made a serious mistake in not remaining single.

I noticed a wistful expression cross the face of a friend of mine one day at tea. It was just after a very charming woman had come over to our table for a chat. This woman discussed going abroad and invited us to a fare-

well dinner at her home where there were to be some mutual friends.

My companion was quiet for a long time, it seemed to me, and I asked what it was that had affected her.

"Oh," she said, "it would be wonderful to be able to just pick up and go, the way I used to. Harry does not like to travel great distances, and so in the summer we go from seashore to country, and I never see anything any more. I didn't know how fortunate I was when I had my own apartment," she continued, "and could have the friends I liked around me as often as they wanted to come. Harry is impatient with 'women cluttering up his house in the evening,' and therefore I can see my women friends only at luncheon for the most part."

No matter what the spinster says, no matter how contented, healthy, or successful she may seem to be, men and women shake their heads pityingly and are sure she will suffer for this unnatural life—eventually, if not now. We hear nothing, for instance, about priests whose vows commit them to celibacy, and little about bachelors who actually do lead continent lives. Our papers and magazines are not full of articles about the dangers to men of not having wives and children. But the most intelligent man in the world seems to lose his sense of values when he tries to talk about a woman who is not interested in marriage.

"I cannot understand," said a man at a dinner party recently, "why Miss X does not get married. She is certainly charming and equally bright, and I should im-

agine some man would want to grab her up for life."

"It may be," I suggested, "that she herself is not interested in marriage."

"But how can a woman go through life with any sense of security," this man continued, "without being married?"

"Women make their own security these days," said one of the older women at the table, "and they cannot always depend upon marriage since men do not take marriage as literally as they once did."

The spinster of today is clear-eyed about the facts of life and strong enough of will to smile at old ideas. She goes on her happy and normal way without being shaken from it by popular opinion. She is usually adored by adolescents. Let women take serious thought of this and refuse to accept any alleged scientific study of them to which their own convictions do not say amen. The woman who does not wish to marry and is convinced she is not the marrying type is the employer's mainstay. If she is intelligent and ambitious—and she usually is—he can depend upon her completely.

In the position of executive head of the loan department of one of the big banks of the country sits a brilliant and able woman in her early fifties. She makes decisions and character analyses which would baffle the average man. The bank depends upon her judgment in delicate situations where the utmost tact and diplomacy are required for their own safety. She has never married, but she understands men and women equally well. She has

never made a mistake in judgment in a quarter of a century, and she is consulted by all the leading men in her field.

Her job is primarily a woman's job. There have been many changes of administration since she first started as a secretary in the bank, but at each conference it has been decided to keep her exactly where she is. This is one job where a man would not fill the bill.

The spinster in business makes the excellent confidential secretary, the superb detail worker, the splendid "key" of any office force. She is also an ideal municipal, state, or federal civil servant. It is the unmarried woman who is the real executor, more often than not, of the business and professional world.

There is such a woman in one of the great law offices who is a shining example of what the spinster type can be. It is she whose impartial intelligence checks up on the imaginative flights of that magnificent "pleader" who is the firm's head. It is she who sends him grumbling to a vacation when he needs one. She selects his son's military school and helps his distracted wife during his hardest cases. Though she is fifty, she looks fifteen years younger. She has never wanted a beau, but she has a number of men friends who call her "Bill" and love to go to dinner with her on the basis of Dutch treat.

You may belong to the spinster type which has its own compensations, or perhaps you are the delayed-maturity type and will wake up about forty to find yourself the desired and desiring. What does it matter? The present is

yours. Live in the moment. Your inner urges will clarify themselves with time.

It is still the fashion for a woman to be rated somewhat by the amount of sex attraction she exercises. It is still a convention that women cannot have a good time together and that the ideal of all women is to spend their leisure in the company of men. Few, except psychological consultants and newspaper columnists, ever realize that there is a great deal to be said for the freedom of being single.

A delightful woman who has rather famous Sunday-morning breakfasts has argued this point time and again with her interested male admirers.

"I am single," she insists, "because I want to be. I like the idea of shutting my door upon myself and reading or writing as the case may be. My married friends have not convinced me by their stories of their struggles for marital happiness that I am missing anything. Perhaps there is the ideal man waiting for me somewhere in the wide, wide world, but I would want to be awfully sure that marriage was bringing me more than I can bring to marriage before I take the momentous step."

If you are a spinster by temperament, choice, and plan, give no thought to anything that science, convention, or society says about you. The future will vindicate your existence, applaud your usefulness, and estimate you correctly as an integral and necessary part of humanity. Hold fast to this thought and take your rightful place in women's scheme of intelligent living.

CHAPTER XVI

You Get Married



AMONG THE STRICTLY MODERN PROBLEMS OF WOMEN IS the one that gives her the dual rôle of job-holder and home-maker.

There are occasional precedents for this all through history. The seamstress of our grandmothers' day and the women who wove and spun and carried on the endless crafts of the home in the days before machinery had problems which usually resolved themselves into a question of endurance: How long could a woman stay on her feet and work? These problems did not involve meeting the competition of men on their own special grounds, nor being always well groomed, nor being absent from the home during working hours. The work that women did in their own homes allowed them to choose their own time, to plan their work on their own schedules. Modern marriage-and-a-job reverses this and gives the preferred hours to the job.

The girl who marries with specific understanding that she is to continue in her job has a problem. The early days of her marriage may draw her into giving more attention to her home than she gives to her job. While hesitating to

lay down any definite rules for this greatest problem of the independent woman, I think that some candid discussion of it may help women to find principles for their own individual cases.

One fundamental premise is that when a woman elects to carry both her job and marriage, *the job comes first*. This seems a very simple principle, and one which carries its own logic, but as a matter of fact it is the one rule that women transgress more than any other. When conditions of life make the home the entire arena of woman's loyalties and interests, then and then only can those interests be undivided. When the eight best working hours of a woman's day are being paid for by her employer, he does not always care whether she is married or not; but it is not his obligation to accept half-hearted work because her mind is off on home affairs. He is paying for an individual, and his attitude toward that individual is that she is human material of which he has need. If he does not take that attitude, he will not last long in the fiercely competitive business life of today.

The reluctance of some employers to take married women into their staffs is justified, in many instances, by the fact that the emotional pull of the home is often so much stronger than the newer pull of the job's obligations. If you arrive at your office tired from the preliminary home survey, devote more than your lunch hour to purchasing for your home, and then keep your eye on your watch for five o'clock, this attitude will devitalize your job and make it dull routine.

The door marked "Home" has to be shut firmly when your face is turned officeward if you are not to reënter it secretly throughout the time for which your employer pays you. There are many reasons why this is so, but the chief one is that in marriage the husband almost always lets his wife carry the whole burden of the domestic ménage and shares only the financial overhead. Even with a servant to do the actual drudgery there are temptations which draw a woman back through the domestic door in moments of abstraction on the job.

Has Hannah cleaned the canary's cage? Did she remember to take Henry's overcoat to be pressed? Will she be careful to make the dessert according to the recipe left her? This process of mental squirming is all too familiar. If there is not a servant, then the woman on the job can struggle with the memory that the breakfast dishes went unwashed this morning; that she forgot to put out the laundry; that the living-room ought to be dusted against the quite possible event of Henry's bringing home an important man for dinner.

Now the point of all this is that plans have to be made and rigorously followed if a woman is to do justice in full measure to her eight hours of work at her job. Either she must forget that the breakfast dishes are still unwashed or she must arrange that they shall be washed; either she has to summon her philosophy with regard to that undusted living-room or she must have so arranged things that it shall be dusted.

This brings us to the point on which the woman fails

most completely in this difficult situation. Too often she does not make it clear to her husband that marriage is, actually, a fifty-fifty affair. He should be expected to take just as much responsibility for the home as she does. The schedules of their private life should be worked out together. Thus they can manage their public lives separately.

Many a man goes along allowing his wife to carry the full burden of their home life although she has the same working hours that he has. He needs only some understanding of this injustice to awake to his responsibility.

Whatever your particular problem is in this respect, meet it firmly. Good planning is at the root of all success, and never is it more needed than in the problem of running a home and a job. *The job must have your right hand.*

A great deal of skill is required by the woman who adds children to her other responsibilities and still keeps her right hand for the job, but it can be done. It is done, more often than seems humanly possible. Old and frail relatives in the home also add to the difficulties. The social life of both man and woman, often part of their business or professional relations, still further complicates marriage and the job. The woman who tries to carry these burdens alone makes a fatal mistake. She needs the assistance of her husband, and, what is more, she does him a great injustice if she neglects to give him a share in the interests and problems of his home. Settling with your husband what shall be done and how, halving the work

and the responsibility, will smooth the path of home life and leave you free to give your full time to the eight hours for which you are paid.

Of what advantage is your bodily presence at your desk when you are really at home putting up fresh curtains in the living-room or concocting a new salad-dressing for dinner? These visions, these domestic thoughts and occupations of your mind, are intruders. They are more than that. They are "pickers and stealers," which as surely pluck away the substance due your job as though they were the actual hands of a thief. If the homes ties are so strong that you cannot keep your mind away from them, if they are your heart's real love, to the extent that your job is just something to get through with as soon as possible, give up the job. It is the only honest thing to do.

One of the lessons many women have learned in the process of carrying the dual rôle of job-holder and home-maker is that many details in home-making are wasteful of both time and energy. Modern appliances help a woman to do the work in the home with her left hand. With a fireless cooker even a servantless home can have a good hot dinner ready for you when you leave the office at night. It will not faze John or Henry half as much as you might think if he is asked to peel onions or potatoes for the fireless cooker before going to bed. These may be safely left all during the night to make a fine stew. Men in the Army assigned to K.P. are not as reluctant to perform that service as jests about it indicate. There are few

women wearing the tall white cap that is the badge of the proud chef, and this is not without cause. Men have a real instinct for food and its cooking, and there is little except a fast disappearing taboo to prevent them from really enjoying a bout with the kitchen, aided and abetted by your gay, kind, laughing presence.

Breakfast on bright oilcloth will taste just as good as though the table were most elaborately arrayed. Dinner on two big trays, carried into the living-room and eaten by the fire, can become a sporting event. What a friend of mine calls "one-piece dinners," with everything on one plate, are savers of nerves, work, and dissension.

This is not a book on domestic arts, and I have no intention of supplying details about home management. There are many fine books on this subject, not to mention the back pages of your favorite household magazines. Any woman can plan well if she makes up her mind to it.

The most difficult matters of the home-and-job way of living are not the practical ones. They are the psychological ones. They include the question of whether you dare chance annoying Henry by insisting that he must help with the dishes after dinner instead of taking his paper and a cigar and calling out that he hopes you can soon be through so you can both go to a picture.

There are other questions. Is it better to keep your job and forego the children that society says you ought to have? They tease you, do the psychological questions. Would your husband be more ambitious if you quit making money and threw the entire burden on him? Can he

bear the strain of knowing that you are steadily getting salary increases while his salary remains at the same old figure? These are questions on which so little help is possible that my sympathy goes out to the women who must struggle with them all alone. They lie so close to your heart, are so bound in with your beliefs, hopes, desires, loves, and sorrows, that it is impossible to isolate them for cold analysis.

Although I cannot suggest how to settle the individual problem, I can give you the results of some modern psychological thought along these lines. The question of children, for instance. We now believe that motherhood is more than the desire to have children of one's own. We believe that the assurance that the child shall have a fair chance in the world, be truly desired of its parents, be brought into a home ready for it, is the real background of motherhood. We doubt that the world needs the old standard of procreation, which was that of a sparsely populated place where numbers counted. The slogan of "Better babies and fewer of them" appeals to most intelligent men and women.

I mention this to clear the air of the child-fixation which counts a woman as useless who is not an actual physical mother. There are women to whom motherhood is so precious that life itself seems little to risk for it. Such a woman will know her own mind. No job on earth will keep her from her true destiny. The woman who feels that there is not enough money available to warrant her having children, or who actually hesitates between

love of her job and the old cult of every woman a mother, is the woman who should be extremely careful of her decision.

We no longer estimate woman as a biological subject. Even the lure of woman's beauty, still rather archaically to the fore, is giving place to woman's health and vigor, to woman's intelligence, and to woman's personality.

New winds are blowing through the universe, bearing seeds of the future, bringing hints of a fairer, less circumscribed, less dated, less stereotyped existence for us all. Let woman take the wider vision of the human being, assume the bigger task of being an individual first and a woman in addition. No concrete ideas could do more to solve that difficult dual problem of the job and the home.

CHAPTER XVII

You Look Ahead



LISTS OF VOCATIONS THAT ARE SUPPOSED TO BE PREËMINENTLY women's can be found everywhere, but each year new and varied fields are added. When I first went to business, the woman executive was *news*. Dr. Lillian Gilbreth, who was an engineer by profession and a fine wife and mother on the side, is still news to some extent. She will be news as long as she lives, but now because of her own eminent self rather than because of her occupation.

The girls who remember that a woman lawyer, a woman physician, a woman surgeon, and a woman preacher were curiosities in their mother's time will probably live to see the day when that most conservative organization the Electrical Workers' Union will accept female members.

I doubt whether any field will remain closed to women eventually, but I am very certain that for a long, long time the woman who attempts to conquer a man's field where women are not numerous will have to be better equipped than her male competitors.

My feeling is that women should not try to get jobs that obviously belong to men. But if a chart were drawn of women's jobs as they originally existed, we should find that two-thirds of the work of the world was theirs and that men have persistently taken that work away from them. When it is recommended woman return to her kitchen fire, she is automatically made a world traveler, since a great part of the cooking of the world goes on from Norway, where they pickle fish, to the South Seas, where they can pineapple. The kitchen fire has taken to hotfooting it abroad, and woman can do nothing but hotfoot it, too, if she is to keep in control of the thing. Hence, she tries for jobs where the advertising of foods is done; she wants to work in canning factories, not only as a laborer but as an executive; she wants to manage tearooms and hotels and restaurants. She tries to get into the promotion of all matters having to do with foods. She likes to work as market commissioner of her native town or district. She likes to handle, in fact, all the modern methods of dealing with food, her most ancient of trades and professions. This is not a man's job.

In this very field, this basically feminine field, the cry of "Women, keep away!" goes up very strongly. Hotel men grow hysterical over the woman who persists in applying for the job of manager. Owners of chains of hotels grow pale when they are offered applicants for executive positions in the management of those properties. Promotion and advertising managers of food products are not selected from women applicants, at least not often. These

jobs are surely merely extensions of the old one of tending the kitchen fire and stirring the pots on that fire.

If an honest survey is made of the various jobs of the world, it will come as a surprise to many that men have invaded women's special provinces and that women have almost universally let men's provinces alone!

In business, women's desired positions, the jobs for which they most insistently apply, are those which continue woman's ancient function of picking up after men and making feminine tact the cushion against which masculine bluntness may strike harmlessly. The filing clerks, the stenographers, the typists, the private secretaries, are the office equivalent of mother and girls who hang up the clothes of father and the boys, make sure that they have handkerchiefs, mufflers, umbrellas, and street-car change when they go out in the morning, and see that the disorder of father's desk is corrected without his knowing that anything has happened.

The receptionist is merely mother, disguised, who answers the front door-bell and the telephone and tactfully prevents unimportant people from bothering father while he is writing an important letter.

Woman's endeavor to find a place in politics goes back to the time when all regulation of society—punishment of offenders against social codes, oversight of the young, sanitation in villages, work for social and domestic causes —was woman's sphere. In some savage tribes it is still woman's work.

In politics woman's interests run along the traditional

lines. She is interested in child welfare, in education of the young, care of the old, hospital facilities, clean streets, pure water, and thrift in the spending of the community's funds.

From the earliest times women of standing and maturity were admitted to the councils of the clan and were respectfully consulted. Some tribes of our own American Indians were guided far more by their older women than we know. The earliest historian records that these barbarians did not admit their women to the circle around the fire where pipes of wisdom were smoked, but they did bring the decisions of their women from the tents and lodges, and the men agreed to them. I regard the entrance of women into politics as a mere extension of this right within the tribal council.

Government and politics offer jobs that are sure to engage the attention of far-sighted women. Now that Ruth Bryan Owen and Frances Perkins and a good many other women of high standing have shown that politics is a matter that responds well to a woman's hand, we have increasing numbers of bright women in political and administrative posts. This is a profession entirely in character for women.

In primitive times woman was the first industrial worker. Men went out killing, either animals for food or other men for pride and vainglory, and woman did about all the other work there was at hand. She made the first clay pots in which both the culinary and the fine arts began to find expression. She planted the first wild seeds for

that new thing to man, the ultimate and assured harvest. She started cleaning out the old bones from the ancestral cave in the spring. She invented endless taboos to ensure that a rough man should not handle the babies. She did the first spinning and weaving.

To say that modern woman is doing nothing but follow her precursor's old jobs out into the business and professional world is to draw a logical historical line between the essential, basic jobs of that early period and the jobs that women are now persistently seeking.

If marriage and making a home are your real vocation, take one of the stabilized jobs in which, with good training and earnest attention, you can attain a moderate success during the short period that you will remain a wage-earner. The ordinary jobs such as stenography, filing, and switchboard are the regulation ones which well sustain the constant desertion from their ranks to the field of matrimony.

No man in my experience has taken a course of training successfully in any of the schools of filing. This is a woman's job preëminently—picking up, straightening out, putting in order after the men and boys. The very efficient girl is much sought after in this field.

The telephone companies first tried men and boys as operators, and for a time they persisted in believing that the difficulties encountered would soon fade away. As the telephone lines multiplied and the work became more and more complicated, an occasional girl got a job plugging in and plugging out. Although usually just out of

school and timid about a lot of things, these girls handled those confusing plugs with ease. Gradually girl after girl got in—and stayed. There are even few men supervisors today in our great central offices, where the load is heaviest and staggers the imagination. Work in the telephone companies offers more than a weekly pay envelope. Care when ill, camps in the summer, fine rest-rooms, and the best and cheapest lunches in private cafeterias, all these are part of the rewards; and there is the prospect of promotion, at long intervals, it is true, and not always sure, but with work which is not variable or subject to the caprice with which some employers change their staffs.

The private switchboard job has had its standards raised within the last ten years. It is not unusual to find college graduates "at the board" in the better organizations where voice and diction and bearing are important. These jobs pay very well, often more than secretarial positions, and the responsibility varies from the strictly utilitarian job to the combined receptionist and switchboard operator who is responsible for meeting and greeting clients of the concern.

Woman's predominance is true also of many mills and factories. The packing of crackers and package cakes, the filling of ink-bottles, and many similar lines of work are not only open to girls and women but belong almost exclusively to them. It is true that the wages are small to begin with, but it is also true that there are advanced positions to be secured by any woman who deliberately sets herself to gain them, as a man would. Many of these

factory jobs, requiring only the skill that a little experience will impart, are held by girls who make not the slightest effort to do anything beyond their simple tasks. Such jobs are ordinarily disdained by the ambitious. But this is because few women understand that today the handling of machinery is not taboo for them; if they display an aptitude they will find recognition.

The more delicate operations of the industrial world have come to be performed by women. Many of the lines of specialized work in the manufacture of electric-light and other technical appliances are being handled by girl and women workers, for whose clever, delicate fingers accurate small operations are easy.

Economic surveys and compilations of statistics will repay the working woman's attention. Keeping an eye on the way that labor, industry, commerce, and the professions are heading is well worth your time and effort; for the ambitious and versatile woman there will often be suggestions in such seemingly dry reading matter that will lead onward to new prospects of success and new fields of interest.

The small but growing list of city magistrates and judges of higher courts who are women is a sign to be carefully heeded by girls who have a leaning toward the law. Criminology and finger-printing open a job vista to the girl who has the same interest in such careers that her brother may have. The time is inevitable when scientific detectives, and especially the detectives who study motive as the key to crime, will begin to be women.

There are precedents for this. Some of our most outstanding finger-print experts are women. One of them, young and pretty too, was our chief expert in this line during the World War.

Women may be a novelty in one line of endeavor today and an accepted fact tomorrow. We have always had the woman missionary, but while the pulpit is still largely masculine, it would surprise you to look up the statistics and find the number of women preachers recorded.

There is a small but powerfully muscled little woman who is a cabinet-maker by trade and a wood-carver by profession. Those tiny but competent hands of hers will deal surely with the heavy slab of a dinner-table. One of the prettiest women I know installs elevators, big freight affairs, and Mrs. Margaret Campbell Goodman, who looks like your nice Aunt Martha from the suburbs, is a deep-sea diver. There is no lifting of masculine eyebrows in deep-sea diving circles when her name is mentioned. She is wholly admitted and thoroughly established.

There is a very handsome woman who is an expert on parquetry floors, and the lovely Alice McLaughlin who knows more about the intricacies of corporation law than the average man. There is also the woman who personally makes the finest and most artistic iron grilles in the United States.

I am presenting these high lights of women's occupations to show that a woman can do almost anything she wants to do if she's good enough at it. To be sure, as I said before, the electricians' union doesn't issue cards to

women, nor are there any female fire-fighters. "Tug-boat Annie" is known to fiction, but as yet she is strictly limited to it, at least in America.

Interior decorating and the antique business are becoming more and more a woman's field. Men still own many of the shops and do part of the work, but there are fifty per cent more women in those two lines now than there was twenty years ago. The names best known as experts, importers, and dealers are at least one-half feminine. The men work both with and for women in these two lines with a great deal more ease than they do in other businesses.

The landscape gardener was always a man up to a few years ago, but of late quite a number of women have gone into this field. They started out, as women usually do, by trying a small thing in a certain big line; they tried raising flowers for rock gardens. As they succeeded, they began to make the gardens, selling fine and unusual stones and arranging flower-beds. After that it was only a step to the making of more diversified gardens. Then they studied landscape gardening.

This brings us to the fact that the woman architect is now assured of a chance. In the making of plans for homes, if not of more massive buildings, women ought to find this field peculiarly their own. Several brilliant young women architects are now well-paid employees of large architectural firms that specialize in civic and state buildings.

I discussed this recently with a business executive, who complained that women were getting into the field of architecture and winning bigger and bigger places in it.

"If architecture isn't a man's job," he said arbitrarily, "I don't know one."

"But," I replied, "do roosters make nests? Isn't it the mother wolf and the mother bear that find the caves where the cubs will be safe?"

He said he had never thought of it in that light before. I went on to point out to him that the success of women all over the country in planning apartment space and in laying out private houses was merely evidence of the fact that women stick to their own special lines. Who knows where closets should go, and how high window-sills should be, and where it would be best to put the kitchen sink, so well as the woman whose job it is to run and maintain the home?

Many a woman has looked at a bright, glistening, brand-new little house offered to her for purchase and wondered in a sort of daze why men *will* put doors in the wrong places, and where all the family clothes could go since they allot one shallow closet to a room. The work of the architect is legitimately a woman's field. Of course, men make better designs for power-plants, factories, and public buildings, but drawing up the working plans for homes is essentially a woman's job. The time of preparation for the architect's career is long, but there are rising rewards as the years pass. It isn't surprising,

then, to find women doing well in this field by reason of their patience with detail and their ability to shift and readjust plans and ideas endlessly.

Woman has long since lost all novelty as a physician, and she is sometimes an expert surgeon. A recent survey shows that there are more than twenty-five medical examiners in this country who are women. Inez Haynes Irwin says, "As wide as the waters of healing run, so widespread the interest of these daughters of *Aesculapius*." This is indeed a profession that calls for every womanly quality.

The arts have never been alien to women. There is a sort of impersonality about them which makes for equality of opportunity. However, I shall be obliged to qualify that "never." Shakespeare knew a world in which a woman had no chance at the stage where now she rules.

The field of music has never received much in creative talent from women. It is, perhaps, because man is the more emotional of the two sexes that he writes such superior music. The psychologists will bear me out in this seemingly revolutionary statement.

In play-writing, however, women have not failed. Rachel Crothers, Zoe Akins, and Clemence Dane are only a few of the brilliant women playwrights of today.

The great field of fashion attracts thousands of young women each year, because it appeals to a fundamental feminine instinct. But for all its perquisites the job of stylist or of fashion designer means hard work, and more often than not it means starting in as a saleswoman in a

department store and serving an apprenticeship behind the counter. Most stores prefer to run each employee through their own training courses to develop her selling technique.

The woman in home economics is better paid than in almost any other field. She is usually well-born and gently bred, and each year she is becoming more valuable to the business world. If she is better than average, she can command a large salary, and she is looked up to as an unquestioned authority in her work.

Every food company of importance has a home-economics woman. Women's publications, such as *McCall's*, *Ladies Home Journal*, *Woman's Home Companion*, and *Good Housekeeping*, usually employ a home-economics expert to work with their advertisers. Some of the better-staffed advertising agencies have able women in this field to supervise their copy and merchandising plans.

The advertising field holds real interest for the college woman if she has the mentality and special aptitude that is essential for success in advertising. Her ingenuity, capacity for detail, and mental quickness run along with man's planning and assist him to straighten out many a kink.

Sales promotion and writing advertising copy will always be pretty much of a woman's job. This holds true even when the advertised products consist of machinery or other commodities handled almost exclusively by men. One of the brilliant women I know writes for the Indus-

trial Press, a group of trade magazines dealing with machinery. She has been with the organization over a decade and is one of the most valuable executives they have or could possibly obtain.

The woman executive in the commercial world has usually worked her way slowly up from the ranks. She has far more difficulty in securing an adequate salary than a man does, and she seldom receives as much money as a man for the same work. The commercial world requires for success grit and wisdom and a unique degree of personal adjustment. I believe, however, that the buying and selling in the marts of trade will come into women's hands to a greater extent than at present.

Banks were slow in accepting women in their offices, but it is now true that behind the men tellers and officials there is usually a small staff of well-educated, efficient stenographers, bookkeepers, and clerical workers. The banking field will probably be more receptive to women in time, and today a woman would be justified in taking some of the courses in banking if she is content to wait for a chance. Such training teaches much that is fascinating, and it is always of commercial value.

Newspaper work offers only a fair field to women. College graduates are apt to regard this as a bonanza in jobs. But journalism is a man's field primarily, and promotion is therefore slower for women than it is for men. If a woman must choose the newspaper field, she has a better chance on the woman's pages, as they are written for the most part exclusively by women. Virginia Payson Terhune,

Ida Bailey Allen, and Beatrice Fairfax are famous and financially successful. Feature writers are not so frequent, but there are a good many of them, and they are successful too. Marguerite Mooers Marshall, that splendid veteran of the woman's page Elsie Robinson, Helen Rowland with her wisecracks on husbands and sweethearts, and many other women in this field have found real success. But one has to have a certain hard persistence and the temperament to withstand long hours and grueling and often unrequited effort to endure the rigors of an apprenticeship in journalism.

Editors of national magazines are very often men, even of women's magazines; but there are exceptions, and the assistant editor is usually a woman who is able, with her sense of detail, her precision, and her excellent memory, to carry more of the burden of that difficult job than might be supposed. There are few editorial offices without this competent feminine assistant. She is usually recruited from the ranks of the well-educated stenographers, from which she gradually emerges to take on other work and finally to become a person of weight and authority in the publishing field.

There is a real chance in the editorial field for girls who are college graduates, who have specialized in English, and who have aimed in all their training at the editorial job. Training as a proofreader and a knowledge of all the mechanics of the making of a book or magazine is a fundamental requirement of advancement in publishing work. Remember the word "training," for it is

too often the tendency of the talented amateur to believe that talent alone will bring success in the publishing field.

Many women of late have begun to buy for the art shops; their opinion on precious and semi-precious stones and rare books and museum pieces of all sorts is found to be most valuable. Which reminds me that the veteran woman curator of the Art Museum in Buffalo opened the way to a line of work which women are slowly but surely following—work for which they are especially well-adapted.

Down on Long Island and out in New Jersey and in other developments in towns and villages you will find occasionally a modest sign, "Mary Smith—Real Estate." The first women real-estate operators did not have an easy time, but now we are beginning to understand that a woman in showing houses to other women is doing strictly feminine work. She is more apt to understand the various types of home-seekers than a man. In the larger real-estate firms, women, from being confined to clerical work, are beginning to sell, rent, and attain positions of importance in the management and maintenance departments. I look to this line of work to give women many additional opportunities for a true career.

Whatever fields are closed to women today will be open to them tomorrow. The success that men and women will have in the future will gradually become more and more a "twosome" in which they will exchange parts without argument. A specialized business and profes-

sional world, in which a high wall separated jobs for men and women, was not a good world for either.

We are on a road in business which grows easier for our feet. The worst is over. Women a hundred and fifty years ago began the hard job, wore down the rocks in the path, cleared away the barriers. We shall never have to pass through that period again. It is worth a little careful reading about all that old struggle in order that we may feel the encouragement of our own time.

A perception of this mass movement is needed if a woman is not to be discouraged by the occasional reactionary employer or the limitations that are still set on women's ambitions. These are difficult to meet, but they can be successfully overcome if it is not assumed that they represent a permanent condition.

The woman who would look ahead should realize that the old classification of a man's world and a woman's world has been swiftly replaced by another classification entirely new and exceedingly revolutionary. It is the world of work and the world of emotion. Men and women bow their heads and hearts to one another in matters of love, affection, and friendship; but in the business world the only bond is the unity of good work. The world of work embraces every job that a human being can do. Within that world efficiency alone is king, and sex must be ignored. The world of emotion embraces the family and social ties. Personality is king, and sex receives its ancient homage.

There are few occupations in the business and pro-

fessional world absolutely closed to women. Some of the occupations that do not want to recognize women are the trades in which the labor unions are most active. So far as I know, plumbing, road-making, railway engineering, and the operating of power plants are exclusively masculine fields. Women may occasionally slip over into these as well.

I have covered a great many of the activities in the business world in which women can achieve success. I believe I have proved, too, that women are capable of doing any number of jobs well. When you have decided upon the occupation in which you can be happy and successful, find out all you can about it and go ahead.

Women are patient. They can wait a long time. They have waited for equal opportunities in the business world. The century of the open door for women in business has arrived.

APPENDIX

Trade, Class, and Technical Magazines



ADVERTISING AND SELLING

Advertising Age, 537 South Dearborn Street, Chicago, Ill.

A weekly trade paper for those interested in keeping up with the changes in personnel in agency, publication, radio, and manufacturing.

Advertising & Selling, 9 East 38th Street, New York.

A business periodical for advertising and business executives. Articles devoted largely to presentation of material in regard to methods of advertising and plans, surveys of sales-management practices, and data on market analysis, ideas on copy, media, layouts, typography, trade-marks, and making letters sell more goods, collect more money, build stronger friendship and good will, etc.

American Press, 225 West 39th Street, New York.

Subjects relating to the newspaper and advertising business.

Independent Salesman, 22 East 12th Street, Cincinnati, O.

Interviews with men and women engaged in selling direct, house-to-house, or store-to-store.

Institutional Jobber, 22 East 42nd Street, New York.

True, fact-experience stories of successful or unique sales work by an institutional jobber and salesman, showing outstanding salesmanship.

Marketing, 119 York Street, Toronto, Ontario, Canada.

Articles on all phases of business promotion, sales management, advertising problems and practices.

Merchandising Data Bureau, 732 Sherman Street, Chicago, Ill.

Successful ideas and methods used by retail stores in their advertising, in training salespeople, reducing expenses, in meeting competition, in collecting old accounts, in reviving inactive accounts, and anything relating to any other unusual policies or plans of up-to-date merchants.

Postage & The Mailing, 68 Thirty-fifth Street, Brooklyn, N.Y.

Brief articles devoted to the use of direct-mail advertising to promote sales and good will.

Printed Salesmanship, 4660 Ravenswood Avenue, Chicago, Ill.

Unusual uses of printed salesmanship, descriptions of successful printing or advertising campaigns, articles on typography, art in advertising, booklets, mailing lists, etc.

Printers' Ink and Printers' Ink Monthly, 185 Madison Avenue, New York.

Articles of a very specific nature on subjects intimately related to advertising, marketing, and selling.

Sales Management, 420 Lexington Avenue, New York.

Articles dealing with sales and advertising problems and accomplishments.

Specialty Salesman Magazine, 307 North Michigan Avenue, Chicago, Ill.

Appeals to specialty salesmen and saleswomen of the class who sell clothing, women's wear, household needs, drug products, and specialty products in general.

Tide, 232 Madison Avenue, New York.

Reportorial information in the advertising and publishing field. The *Time* of the advertising profession. Worth reading each month for its pithy presentation of factual information.

AMUSEMENTS

Billboard, 25 Opera Place, Cincinnati, Ohio.

Current news of the theater, vaudeville, pictures, circus, carnival, fair, park, and amusement world.

Variety, 154 West 46th Street, New York.

A weekly dealing with the theater and motion-picture field.

ARCHITECTURE AND BUILDINGS

American Architect, 57th Street and Eighth Avenue, New York.

Pertaining to building construction and the business of architecture.

American Builder & Building Age, 105 West Adams Street, Chicago, Ill.

Architecture, building or modernizing, and the economics of construction.

Architect, 509 Fifth Avenue, New York.

Architecture and the allied arts and crafts.

Architectural Record, 28 Warren Street, New York.

Architecture, landscape architecture, sculpture, and mural decoration.

Art and Archaeology, Architects Building, 18th and E Streets N.W., Washington, D. C.

On the arts and architecture and their historic backgrounds through the ages.

Building Maintenance, 407 East Michigan Street, Milwaukee, Wis.

Improved methods in maintenance, cleaning, sanitation and servicing of large buildings of all kinds, public and semipublic, such as courthouses, city halls, museums, libraries, institutions, schools, hotels, large apartments, hospitals, office-buildings, and factories.

Pencil Points, 419 Fourth Avenue, New York.

On how things are done in the architectural field; pencil sketches and drawings of all kinds of interest to the profession; news from the various architectural clubs throughout the country.

ART

Art News, 20 East 57th Street, New York.

News of exhibitions, art transactions, auction sales, news of the studios, galleries, and artists.

Connoisseur & International Studio, 572 Madison Avenue, New York.

On art objects of every class that are *actively* and generally collected in America.

Design, 307 South Franklin Street, Syracuse, N.Y.

Discriminating material from the best museum sources published in each issue. Fully illustrated articles relating to art in the making are featured.

AVIATION

Airway Age, 30 Church St., New York.

Technical aviation, airports, and marketing of aircraft and accessories.

American Aviator, 101 West 31st Street, New York.

Flying, airport construction, use of parachutes, women in aviation, care of airplane motors.

BAKING

Bakers' Helper, 330 South Wells Street, Chicago, Ill.

Experiences of bakers in securing better business, plans that have proved useful for bakers, suggestions that have promise of developing increased business for bakers, devices for selling bakery goods, unique advertising for bakers, economic arrangement of bakery plants, money-saving devices or plans for bakers, time-saving suggestions.

BANKING AND FINANCE

American Banker, 32 Stone Street, New York.

Banking interests and topics.

American Bankers' Association Journal, 22 East 40th Street, New York.

Banking, finance and business.

Bankers' Magazine, 465 Main Street, Cambridge, Mass.

Concerns itself with the interests and problems of bank officers.

Bankers' Monthly, 536 South Clark Street, Chicago, Ill.

Editorials relating to bank policy, management, and operation; for banking executives.

Barron's, 44 Broad Street, New York.

Financial and economic subjects.

Burroughs Clearing House, 2nd Boulevard and Burroughs Avenue, Detroit, Mich.

Bank operating and management.

Credit and Financial Management, 1 Park Avenue, New York.

Articles relating to wholesale, manufacturing, investment, banking, and retail credit.

Forbes Magazine, 120 Fifth Avenue, New York.

Dealing with new developments in industry, interesting phases of the industrial or commercial developments of various sections of the country, or with problems of financing, manufacturing and selling, and distribution.

Magazine of Wall Street, 90 Broadway, New York.

On financial, investment, economics, and industrial subjects.

BOOKSELLING

Publishers' Weekly, 62 West 45th Street, New York.

Articles written about bookstore methods and not about book publishing.

Retail Bookseller, 55 Fifth Avenue, New York.

On new methods in book selling, good bookshop practices, and other practical information of commercial interest.

BUSINESS MANAGEMENT*American Mutual Magazine*, 142 Berkeley Street, Boston, Mass.

Industrial management; industrial safety work; economics pertaining to industry or industrial management—articles signed by men who, from the positions they hold, may be taken as speaking with authority; problems of industrial safety work and their solution that will be of help and interest to other concerns; relationships of employer and employee as they bear on workmen's compensation insurance; timely developments pertaining to mutual insurance.

Educational Business Manager and Buyer, 6306 Cottage Grove Avenue, Chicago, Ill.

Purchasing and administrative problems of universities, colleges, and high schools.

Industrial Executive, 55 West 42nd Street, New York.

Pertaining to the human interest side of industry.

Industrial Retail Stores, Southern Building, Washington, D.C.

Merchandising articles on industrial-store operation.

Journal of Business Education, 1170 Broadway, New York.

Commercial education news, features, independent articles concerning the teaching of business education.

Office Economist, Art Metal Construction Co., Jamestown, N.Y.

Articles that tell of bettering office conditions through efficiency methods, short cuts for the executive, effective systems, better letters, and handling of personnel.

CERAMICS*Ceramic Age*, 170 Roseville Avenue, Newark, N.J.

Technical, semi-technical, or otherwise descriptive articles re-

lating to the ceramic industry in its different branches, including pottery of all kinds, enameling in its various forms, floor and wall tile, glass refractories, and also articles regarding heavy clay products.

CIVIC WELFARE

American City, 470 Fourth Avenue, New York.

News items furnished by persons actively engaged in municipal and civic work.

CONFECTIONERY

Confectioners' Journal, 437 Chestnut Street, Philadelphia, Pa.

Methods and policies of successful candy manufacturers, candy jobbers, and manufacturing candy retailers; factory and production methods; jobbers' costs, credit, storage, delivery methods.

International Confectioner, 621 Broadway, New York.

No contributions except by assignment.

CORSETS

Corsets and Brassieres, 267 Fifth Avenue, New York.

On corset departments and corset shops. Interviews with buyers of corsets, telling about their methods and their success.

Corset and Underwear Review, 1170 Broadway, New York.

On stock-keeping, departmental display and arrangement, merchandising, statistics, investment.

COSMETICS

American Perfumer & Essential Oil Review, 432 Fourth Avenue, New York.

Perfumery, soap, flavoring extracts, and allied industries.

Aromatics, 57th Street and Eighth Avenue, New York.

Production or distribution of perfumes (domestic), cosmetics and soap; also flavoring extracts, insecticides, and disinfectants.

Modern Beauty Shop, 608 South Dearborn Street, Chicago, Ill.

News about beauty-culture field, or relating to beauty in general.

*If Women Must Work**Pacific Beauty Craft*, 312 East 12th Street, Los Angeles, Cal.

Technical articles with photographs on phases of beauty culture.

Toilet Requisites, 30 Rockefeller Plaza, New York.

Fact articles on the sale of toilet requisites.

DAIRYING*Creamery Journal*, Waterloo, Iowa.

On the manufacture, transportation, and marketing of butter.

The Dairyland Journal, 429 Broadway, Milwaukee, Wis.

Devoted to the butter, cheese, milk plant, and ice-cream trade.

DRUGS*American Druggist*, 57th Street and Eighth Avenue, New York.

Conceded to represent the finest form and editorial content in the drug field.

Apothecary, 470 Atlantic Avenue, Boston, Mass.

Of special interest to prescription druggists.

Drug Topics, 330 West 42nd Street, New York.

Goes to sixty thousand druggists all over the country. News of the drug trade.

Druggist's Circular, 12 Gold Street, New York.

How retail druggists have succeeded in selling drugs, sundries, toiletries, and other lines; how they advertise; how they dress their windows; how they manage their stores.

Soda Fountain, 420 Lexington Avenue, New York.

Relating to soda-fountain trade.

DRY CLEANING*Cleaning and Dyeing World*, 330 West 42d Street, New York.

Any subject connected with the dry cleaning or redyeing of

garments or household goods, written from a viewpoint of interest to the owner and operator of a dry-cleaning plant.

DRY GOODS

Dry Goods Economist, 239 West 39th Street, New York.

On sales-promotion methods in department stores and dry-goods stores.

Dry Goods Merchants' Trade Journal, 507 West 10th Street, Des Moines, Iowa.

Accounting, advertising, sale plans, bonus systems, store arrangement, everything that enters into successful merchandising.

Retailing, 8 East 13th Street, New York.

News of department stores and specialty shops; delivery activities; methods and ideas that saved money in the delivery department; also plans and methods used successfully by chain stores.

EXPORTING

American Exporter, 370 Seventh Avenue, New York.

The magazine's point of view is that of the foreign business man, and articles used include those describing manufacturing and selling methods used in this country which might be adapted to foreign conditions.

Export Advertiser, 20 West 43rd Street, New York.

Pertaining to export advertising and merchandising activities.

Export Trade and Finance, 20 Vesey Street, New York.

"Our readers merchandise American goods abroad. We tell them how to do it. American goods are retailed in many countries. Our hosiery sells in Syria, fountain pens in all countries, safety razors likewise—there is romance and there are pitfalls."

FARMING AND TRUCK GARDENING

American Agriculturist, 415 Lexington Avenue, New York.
Technical farming.

If Women Must Work

Market Growers Journal, 112½ East Chestnut Street, Louisville, Ky.

On definite trucking and greenhouse problems, and practices of seeding, plant protection, varieties, experimentations, spraying, fertilizing, marketing.

FASHIONS

Women's Wear Daily, 8 East 13th Street, New York.

News, ideas, and fashions in women's wear—shoes to hats. The leading trade paper in its field.

FLOWERS

Florist Exchange and Horticultural Trade World, 448 West 37th Street, New York.

A weekly medium of interchange for florists, nurserymen, tradesmen and the trade in general.

FOOD STORES

Butcher's Advocate and the Food Merchant, 63 Beekman Street, New York.

Authoritative "how to do it" articles on various phases of food retailing. Either entire store or any one department. Advertising, display, buying, pricing, accounting, delivery, personnel.

FURNITURE

Antiques, 468 Fourth Avenue, New York.

Authoritative articles on almost any aspect of collecting.

Furniture Record and Journal, 200 Division Avenue, Grand Rapids, Mich.

Furniture merchandising articles, "how" stories, interviews with leading retail executives on important current furniture topics; radio and floor-covering merchandising, and advertising articles.

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American Gas Journal, 53 Park Place, New York.

Pertaining to the gas industry in all its phases.

GIFT SHOPS

Pacific Coast Gift Shop, 312 East 12th Street, Los Angeles, Cal.

Equipment, new establishments, articles in use, and merchandising methods.

HABERDASHERY

The American Haberdasher and Clothier (also the *American Hatter*), 1225 Broadway, New York.

Pertaining to haberdashery stores.

HAND BAGS

Hand Bag Modes, 1181 Broadway, New York.

Merchandising articles and style notes.

HOME FURNISHINGS

Decorative Furnisher, 381 Fourth Avenue, New York.

Germane to the interior furnishing and decorating trades; articles have a merchandising slant, either because definitely practical to the retail dealer, recounting actual business schemes, or because they give information of an historical character which helps him to a better understanding of house-furnishing goods.

Home Ware, 1346 Chestnut Street, Philadelphia, Pa.

Dealing with ways in which stores are successfully and profitably selling merchandise in their home-ware departments.

House Furnishing Review, 1170 Broadway, New York.

The administrative problems of the house-furnishing field. This field is composed of all items of house furnishings; pots and pans, kitchen utensils, kitchen cabinets, cutlery, and pottery, chinaware, electrical appliances, refrigerators, mops and dusters.

HOTEL AND RESTAURANT MANAGEMENT

American Restaurant, 5 South Wabash Avenue, Chicago, Ill.

Practical restaurant operation. Menus and recipes for quantity cookery. Editorial appeal to progressive restaurant owners and managers.

Caterer and Hotel Proprietor's Gazette, 638 Knickerbocker Building, Broadway and 42nd Street, New York.

How to check the guest in and out at minimum cost; the errors in hotel housekeeping; auditing the waste motions of the waiters or other employees.

Club Management, 327 South La Salle Street, Chicago, Ill.

Cost accounting, interior decoration, and dining-room problems of interest to club managers.

Hotel Management, 222 East 42nd Street, New York.

Successful experience of practical hotel managers and department heads.

Pacific Caterer, 601 Lloyd Building, Seattle, Wash.

Timely articles on successful ideas in use by Western stewards and restauranteurs.

Roadstand Management, 616 Lee Avenue, Webster Groves, St. Louis, Mo.

Articles of interest to operators of road stands, barbecues, and tourist camps.

INSURANCE

Insurance Salesman, 222 East Ohio Street, Indianapolis, Ind.

Relating to life insurance.

Rough Notes, 222 East Ohio Street, Indianapolis, Ind.

Relating to the selling of insurance.

Spectator, 239 West 39th Street, New York.

Restricted to insurance.

Weekly Underwriter, 80 Maiden Lane, New York.

On fire hazards and insurance, life insurance, casualty insurance, and accident prevention and suretyship.

INTERIOR DECORATING*Arts and Decoration*, 116 East 16th Street, New York.

A monthly read by all interested in interior decorating.

House Beautiful combined with *Home and Field*, 8 Arlington Street, Boston, Mass.

A monthly dealing with architecture, building, interior decorating, gardening, and landscaping.

Upholsterer and Interior Decorator, 373 Fourth Avenue, New York.

Pertaining to upholstery, wallpaper, furniture, and interior decorating.

INTERNATIONAL RELATIONS*Foreign Affairs*, 45 East 65th Street, New York.

On political and economic aspects of international relations.

JEWELRY*Jewelers' Circular*, 239 West 39th Street, New York.

Technical articles on gems, jewelry, and horological subjects and up-to-the-minute merchandising articles.

Keystone, 1505 Race Street, Philadelphia, Pa.

Items describing the methods used by successful jewelers in interview articles.

LANDSCAPE GARDENING*Park and Cemetery Landscape Gardening*, 114 S. Carroll Street, Madison, Wis.

Short articles on landscape improvement or development work in cemeteries.

LAW

Law, 132 West 31st Street, New York.

On law only.

Lawyer and Banker and Central Law Journal, 921 Lafayette Street, New Orleans, La.

Articles on titles or abstract questions of general interest; criticisms and discussion of court decisions.

LINEN

Linen Guildsman, 151 West 40th Street, New York.

Magazine articles on towels, sheets, pillow cases, and wearing apparel; also articles on dining and the home.

Linens and Domestics, 1170 Broadway, New York.

Dealing with any phase of linens and domestic merchandising.

MILLINERY

Illustrated Milliner, 110 West 40th Street, New York.

On millinery subjects from authorities.

MUSIC AND MUSICAL INSTRUMENTS

Choir Herald, Lorenz Publishing Company, Dayton, O.

Choir directing, church organ playing, and church music in general.

Piano and Radio Magazine, 23 East Jackson Boulevard, Chicago, Ill.

Only business articles relating to piano merchandising and music-store operation.

Presto-Times, 417 South Dearborn Street, Chicago, Ill.

This magazine is strictly a trade paper, devoted to the musical instrument industry, with special reference to pianos and player-pianos. A regular sheet-music department is also conducted. Practical short news items pertaining to the industry.

NEEDLEWORK

Needlecraft, the Magazine of Home Arts, Chapel, Weston & Court Streets, Augusta, Me.

Devoted to needlework in its various branches, home decoration and cooking, original designs in crocheting, knitting, tatting, and other classes of hand needlework.

NOVELTIES AND PREMIUMS

Novelty News, 420 Lexington Avenue, New York.

Stories of actual sales campaigns involving use of premiums, combination sales, advertising specialties.

NURSING

American Journal of Nursing, 470 Seventh Avenue, New York.

Technical material written by nurses and doctors.

Public Health Nursing, 450 Seventh Avenue, New York.

Dealing with actual experiences of public health nurses.

Trained Nurse and Hospital Review, 468 Fourth Avenue, New York.

Relating to hospital work, nursing, social service, public welfare and kindred subjects.

PAINT

American Paint and Oil Dealer, 3713 Washington Avenue, St. Louis, Mo.

Merchandising, selling, window display; of interest to retail paint dealers.

American Painter and Decorator, 3713 Washington Avenue, St. Louis, Mo.

Technical and business building subjects.

PATENTS AND INVENTIONS

Inventive Age and Patent Market, 718 East 4th Street, Brooklyn, N.Y.

The trade journal of the invention field, serving as a medium between inventor and manufacturer.

PENMANSHIP

American Penman, 55 Fifth Avenue, New York.

Practical penmanship in public or private schools on business English, commercial law, bookkeeping and accounting.

PETS

American Kennel Gazette, 221 Fourth Avenue, New York.

The official publication of the association. Goes to novice breeders as well as professionals. Contains editorial matter and stories, as well as general dog problems.

Dog World, 3323 Michigan Avenue, Chicago, Ill.

Member of the ABC. Deals with dogs, dog owners, breeding, etc.

Dogdom, 612 City National Bank Building, Battle Creek, Mich.

Care and management of dogs.

Pet Dealer, 63 Beekman Street, New York.

Pertaining to pet shops, aviaries, private collections of birds and animals; stories of birds and pets.

PHOTOGRAPHY

American Photography, 428 Newberry Street, Boston, Mass.

Technical and practical articles on photography.

Camera, 636 South Franklin Square, Philadelphia, Pa.

Leading magazines for still photography. Dealing with the problems confronting the amateur and professional.

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Movie Maker, 105 West 40th Street, New York.
Leading magazine for the amateur.

PICTURE FRAMING

Picture and Gift Journal, 537 South Dearborn Street, Chicago, Ill.

Pertaining to the picture frame and moulding industry.

POULTRY

American Poultry Journal, 536 South Clark Street, Chicago, Ill.

Relating to phase of practical poultry management.

PRINTING

Inland Printer, 205 West Wacker Drive, Chicago, Ill.

Technical articles dealing with printing or allied subjects and production methods.

National Printer Journalist, 219 South Fourth Street, Springfield, Ill.

Plans and systems for better management and production in newspaper and printing offices.

PUBLISHING

The Business Journalist, 489 Adams-Franklin Building, Chicago, Ill.

Anything dealing with the publishing and editing of house magazines and business papers.

SPORTING GOODS

Sporting Goods Dealer, 217 North 10th Street, St. Louis, Mo.

Of interest to dealers in goods for sportsmen, and athletic supplies.

If Women Must Work

SHOES

Boot and Shoe Recorder, 329 West 39th Street, New York.
Successful ideas and plans used in retail shoe stores.

STATIONERY

Modern Stationer, 250 Fifth Avenue, New York.

New business methods, clever window trims, interior arrangements, training of sales people, credits and advertising.

TEXTILES

American Dyestuff Reporter, 440 Fourth Avenue, New York.

Technical articles on textile research, laboratory investigations on dyes and textiles. Textile chemistry, bleaching, dye application and finishing.

American Silk and Rayon Journal, 373 Fourth Avenue, New York.

On factory management, systems of accounting, management of laboratory.

Melland Textile Monthly, Woolworth Building, New York.

Technical articles on new textile machinery, equipment, or accessories; new dye stuffs, new chemicals; new fibers, new rayon developments, new processes or new applications of old ones.

Mohawk Rug Retailer, Syracuse Building, Syracuse, N.Y.

Educational and inspirational, for woven floor-covering salesmen in department stores, furniture stores.

Textile World, 330 West 42nd Street, New York.

Pertaining to technical operation of textile mills, new machinery, appliances, supplies, and fabrics.

Toys

Playthings, 381 Fourth Avenue, New York.

Articles of merchandising events in retail stores, of feature attractions, sales ideas, unique advertising, etc., in the interest of year-round toy sales, special-day sales, birthday sales, and Christmas sales.

Toy World combined with *Toys and Novelties*, 742 Market Street, San Francisco, Cal.

Goes to dealers in the toy field.

WOMEN IN BUSINESS

Independent Woman, 1819 Broadway, New York.

Timely articles on present-day problems, both social and economic. Practical articles on business advancement, or on how women may make or keep money.

WRITING

Writer, 8 Arlington Street, Boston, Mass.

The oldest magazine for literary workers. Founded in 1887.

Writer's Monthly, Springfield, Mass.

"A journal for all who write." Contains monthly marketing lists and news, experience and practical-information articles, and comment.

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